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ABSTRACT

This guide is intended to aid the personnel administrator and other managers in their search for assistance. It is a comprehensive compilation and description of the various types of personnel aid available to State, local governments, and institutions of higher education. It describes the basic forms of assistance available from Federal sources, lists the various programs concerned with personnel training and improvements, and suggests ways of using this assistance to improve the personnel management and training capabilities of the governmental units which are responsible for the delivery of services. (Author)

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guide to personnel assistance

for state and local governments and institutions of higher education

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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UNITED STATES CIVIL SERVICE COMMISSION • BUREAU OF INTERGOVERNMENTAL PERSONNEL PROGRAMS

BIPP 152-9 1975

Foreword

Federal grants-in-aid to States, cities, counties, other units of local government, and institutions of higher education have expanded rapidly, particularly in the past fifteen years. Personnel needed to carry out these expanding grant programs have created an additional workload for personnel and administrative offices. Employees must be recruited, selected, trained, payrolled, serviced for benefits, etc. These needs have burdened and challenged the resourcefulness of the personnel administrator.

In response to these personnel problems, a variety of Federal aids have been made available to States, local governments, and institutions of higher education. They come from many Federal sources, exhibit distinctive characteristics, and vary in scope.

This *Guide to Personnel Assistance* is intended to aid the personnel administrator and other managers in their search for assistance. It is a comprehensive compilation and description of the various types of personnel aid available to States, local governments and institutions of higher education. It describes the basic forms of assistance available from Federal sources, lists the various programs concerned with personnel training and improvements, and suggests ways of using this assistance to improve the personnel management and training capabilities of the governmental units which are responsible for the delivery of services.

This is a somewhat complex document which reflects the many different types of personnel assistance offered by Federal departments and agencies. However, every effort has been made to clarify and define the training and personnel management categories in such a way that the document will be useful to the administrator in improving the personnel management and training capabilities of States and localities.

Table of Contents

	Page
FOREWORD	i
TABLE OF CONTENTS	ii
CHAPTER ONE	
INSTRUCTIONS ON USING THE GUIDE TO PERSONNEL ASSISTANCE	
Description of Contents	1
Special Instructions	2
Chapter Three	2
Arrangement of Program Data	2
Using the *Catalog of Federal Domestic Assistance*	2
Understanding the Program Numbers	3
Obtaining a Copy of the *Catalog*	3
How Not to Use the *Guide*	3
Comprehensiveness of the *Guide*	3
Program Data Accuracy	3
Questions about the *Guide*	4
CHAPTER TWO	
COMPREHENSIVE PERSONNEL MANAGEMENT ASSISTANCE AVAILABLE	
The Intergovernmental Personnel Act of 1970	5
Principal Features of the IPA	5
Administration of the IPA	5
General Publications Describing the IPA Programs	6
CHAPTER THREE	
DIRECT FINANCIAL ASSISTANCE AND MANPOWER DEVELOPMENT PROGRAMS FOR PERSONNEL MANAGEMENT, TRAINING, AND EMPLOYMENT	
Introduction	7
Format	7
Program Information	7
A. Assistance Through Grants for Personnel Management	7
B. Assistance Through Personnel Training Grants	7
Training Programs Not Included	8
Grants for Training	8
C. Assistance Through Grant Programs Which May Include Coverage of Personnel Management and Training Programs	9
Programs	10
D. Assistance Through Manpower Development Grant Programs	11
E. Assistance Through Direct Subsidization of Salaries and the Administrative Costs of Employment in the Public Service	12
F. Funding Personnel Activities as Allowable Costs of Grant Administration	12
Introduction	12
What is Circular FMC 74-4?	12
Relationship of Circular FMC 74-4 to Personnel Management Costs	12

Page

Administrative Requirements for the Implementation of FMC 74-4 Procedures 13
State Cost Allocation Plans and Indirect Cost Proposals 13
Local Government Cost Allocation and Indirect Cost Proposals 13
Direct and Indirect Costs for "Other Organizations" .. 13
Direct and Indirect Costs for Colleges and Universities 14
The Importance of Using FMC 74-4 Procedures 14
Publications About FMC 74-4 14

CHAPTER FOUR

DIRECT TRAINING ASSISTANCE AVAILABLE
Introduction 15
Grant-in-Aid Training 15
Federal Training Resources 19
Federal Agency Training Programs 19
U.S. Civil Service Commission Training Programs 20
Technical Training Assistance 20
Training Information Publications 20
Federal Agency Policy on Direct Training and the Development of Special Courses for State and Local Governments 21
Contacts for Additional Information 23

CHAPTER FIVE

TECHNICAL ASSISTANCE AVAILABLE FOR PERSONNEL MANAGEMENT
Introduction 25
Comprehensive Technical Assistance 25
Types of Technical Assistance Available 25
Advisory Assistance 25
Operational Assistance 26
Priorities for Projects 26
Assistance Not Authorized 26
Reimbursement Policy 26
Obtaining Assistance 27
Specific Personnel Assistance 27
Personnel Assistance in Functional Areas 28
Personnel Technical Assistance in Agency-Related Programs 28
Publications About Technical Assistance 30

CHAPTER SIX

INTERGOVERNMENTAL COOPERATION IN RECRUITING AND EXAMINING
The U.S. Civil Service Commission's Recruiting and Examining Network 33
Scope of Cooperation Activities and Reimbursable Services 33
Financing Cooperative Activities 34
Program Emphasis and Priorities 34
Obtaining Further Information 34
Publications on Cooperative Recruiting and Examining 34

CHAPTER SEVEN

TEMPORARY ASSIGNMENT OF EMPLOYEES
Purpose of Temporary Assignments of Personnel 35

	Page
Who May Participate	35
Finding a Suitable Federal Employee	36
Conditions of the Assignment	36
Publications on Temporary Assignment	37
CHAPTER EIGHT	
RESEARCH IN PERSONNEL MANAGEMENT, TRAINING, AND MANPOWER DEVELOPMENT	
Introduction	39
Types of Manpower Research Support Available	39
Grant Programs For Manpower Research and Analysis	39
Agency-Supported Manpower Research	39
CHAPTER NINE	
UNIVERSITY AND EDUCATIONAL INSTITUTIONS—PROGRAMS SUPPORTING TRAINING, MANPOWER DEVELOPMENT AND PERSONNEL MANAGEMENT	
Introduction	41
The IPA and Institutions of Higher Education	41
The IPA Grant Program	41
Government Service Fellowships	42
Transfer of Personnel	42
Personnel Technical Assistance	42
General	43
Personnel Management, Training, and Manpower Assistance Available to Institutions of Higher Education and to Students and Researchers	43
(1) Assistance to Colleges and Universities for the Support of Academic Public Manpower Programs	43
(2) Assistance for the Training of Public Officials and Employees	44
(3) Grants to Individuals for Research in Personnel Management, Training and Manpower Development	44
(4) Educational Support to Individuals in Public Sector Career Related Categories	45
Further Information About These Programs	45
APPENDIX A	
Regional Office Contacts	48
APPENDIX B	
State Intergovernmental Personnel Act Designees	55

CHAPTER ONE

Instructions on Using the Guide to Personnel Assistance

Description of Contents

This publication provides a listing, and in some cases brief descriptions, of a wide variety of personnel management, training, and manpower development assistance available from Federal sources to States, cities, counties, other units of local government, institutions of higher education, and individuals. Hopefuliy it will be useful to the State, local, or educational personnel administrator and others in locating needed personnel assistance available from an appropriate Federal agency or program.

The guide is divided into nine chapters, including this one, with a Table of Contents and two appendixes. The contents of these chapters are as follows:

Chapter One—Instructions on Using the Guide to Personnel Assistance

Describes the contents of the guide, includes specific instructions on how to interpret program descriptions, and contains other information essential to understanding the various programs listed in the publication.

Chapter Two—Comprehensive Personnel Management Assistance Available

Briefly discusses the Intergovernmental Personnel Act of 1970, its principal features, its administration, and how to receive publications about the individual programs included under its jurisdiction.

Chapter Three—Direct Financial Assistance and Manpower Development Programs for Personnel Management, Training, and Employment

Discusses the nature of Federal personnel assistance through the grant-in-aid system. Includes a listing, and in some instances a discussion, of assistance through: (1) grants for personnel management; (2) grants for training; (3) grants which may include personnel management or training; (4) manpower development grant assistance; (5) direct subsidization of salaries; and (6) funding personnel activities as allowable direct and indirect costs of grant administration.

Chapter Four—Direct Training Assistance Available

Discusses the nature of Federal direct training programs and how State and local employees may benefit from admission to them. Also included is a list of Federal direct training programs especially designed and offered to State and local employees.

Chapter Five—Technical Assistance Available for Personnel Management

Discusses generally the procedures under which a State or local government may receive technical assistance in personnel management from the U.S. Civil Service Commission and utilize the personnel management expertise of other Federal agencies. Included is a list of functionally oriented technical assistance available through various grant-in-aid programs and a discussion of how to use other grant programs to gain technical assistance.

Chapter Six—Intergovernmental Cooperation in Recruiting and Examining

Describes activities that involve cooperation by the Federal government and States and localities. Among these are job information centers, recruiting, examining, and hiring.

Chapter Seven—Temporary Assignment of Employees

Describes the mobility program which authorizes the temporary transfer of employees between the Federal government and State and local governments and institutes of higher education. Discusses the program generally, and how States and localities can utilize it.

Chapter Eight—Research in Personnel Management, Training, and Manpower Development

Describes the Federally sponsored assistance programs that subsidize research in manpower development, personnel management, and train-

ing. It discusses an often overlooked source of aid in solving many long-range personnel problems.

Chapter Nine—University and Educational Institutions: Programs Supporting Training, Manpower Development, and Personnel Management

Discusses the role institutions of higher education can play in personnel management, training, and manpower development for State and local governmental purposes. Information given in previous chapters is focused here on its applicability to colleges and universities. This chapter also discusses the Intergovernmental Personnel Act as it applies to institutions of higher education.

Each of the above-described chapters is self-contained and may be read independently of the others. Therefore, readers interested in a specific category can turn immediately to the appropriate page. In those instances in which programs overlap, references are given to specific information locations.

Special Instructions

Chapter Three. This chapter lists and describes Federal assistance available through financial grant programs. It is divided into six major parts. There are several small, but important, differences in the basic nature of the grants described in each of the six parts. For a comprehensive understanding of these programs, Chapter Three should be read in entirety. Reading any part of the chapter out of order may lead to misunderstanding.

Arrangement of Program Data. Chapters 3–9 contain two major types of program descriptions: programs listed in the *1974 Catalog of Federal Domestic Assistance* and certain other types of related assistance available from Federal departments and agencies. The descriptions of these programs are generally subdivided into the following parts: introductory narrative, *Catalog* listings, other available assistance, and relevant publications and information.

The introductory narrative describes what type of personnel management, training, or manpower development assistance is listed in the chapter or part of a chapter. The assistance programs are then arranged by functional categories, e.g., environment, education, and law enforcement. Within each functional category programs contained in the *1974 Catalog of Federal Domestic Assistance* are generally listed only by program number and title. Programs which do not appear in the *Catalog* are more fully described. Together, the two types of descriptions include all of the Federal personnel management assistance available for that particular functional category. If any publications have been suggested, or if a special type of service is available, information concerning these items is also discussed.

Using the Catalog of Federal Domestic Assistance. Wherever a grant is cited with only a "Program Number" and a "Program Title," the reader should refer to the *1974 Catalog of Federal Domestic Assistance* for further information. This publication contains the following program data:

Federal agency administering the program
Legal authorization for the program
Objectives of the program
Type of grant
Uses and restrictions on the program
Eligibility requirements
Application and award processes
Assistance considerations
Post-assistance requirements
Financial information
Program accomplishments
Regulations, guidelines, and literature
Information contacts
Related programs

Understanding the Program Numbers. Each of the programs listed in the *Catalog* is preceded by a five-digit number. The first two digits indicate the Federal department or agency responsible for the program. The third number, immediately to the right of the decimal point, refers to the major division or bureau within the department or agency which has the primary responsibility for administering the program. The last two digits indicate the specific program.

Example: Program Number 13.485

13	.4	85
Department	*Division*	*Program*
Health, Education & Welfare	Office of Education	Strengthening State Departments of Education—Grants for Special Projects

The following Federal departmental designations from the catalog are used in this guide:

Program Numeral	*Federal Department or Agency*
11.000	Commerce
12.000	Defense
13.000	Health, Education, and Welfare
14.000	Housing and Urban Development
15.000	Interior
16.000	Justice
17.000	Labor
20.000	Transportation
21.000	Treasury
23.000	Appalachian Regional Commission
24.000	Atomic Energy Commission
27.000	Civil Service Commission
30.000	Equal Employment Opportunity Commission
34.000	Federal Mediation and Conciliation Service
47.000	National Science Foundation
53.000	President's Committee on Employment of the Handicapped
65.000	Water Resources Council
66.000	Environmental Protection Agency

Obtaining a Copy of the Catalog. The *Catalog* may be purchased from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402. The subscription price is $14.50. It is kept up-to-date by periodic issuance of replacement pages.

How NOT to Use the Guide. The programs listed and described in this *Guide* are not always available to every State, city, county, other unit of local government, institution of higher education, or individual. *Therefore, the reader should not assume that because the program is listed or described, every State or local government agency is automatically eligible to participate.*

In all instances, eligibility requirements, restrictions on funding levels, application procedures, and other factors are stated. Your governmental unit or employees must show how these requirements can be met before the assistance can be provided.

The addresses and telephone numbers of the appropriate program officials are listed in the *1974 Catalog of Federal Domestic Assistance,* in other relevant publications, and in the program descriptions in the *Guide.* Inquiries about your eligibility or questions about the various programs should be referred to the appropriate office or individual listed in the *Catalog* or the *Guide.*

Comprehensiveness of the Guide. The U.S. Civil Service Commission has made every effort to insure the comprehensiveness of this *Guide to Personnel Assistance.* However, as programs change, funding levels are reached, some types of assistance are dropped, training courses are fully subscribed or are canceled because of a lack of participation, and other events transpire, the information in this guide can become incomplete or incorrect. The Commission will attempt to keep the *Guide to Personnel Assistance* accurate and current by periodic issuance of replacement pages, but it cannot guarantee total accuracy, comprehensiveness, or currency.

Program Data Accuracy. The programs listed in the guide have all been verified as applicable to

the various personnel categories by an appropriate program officer representing each Federal agency concerned.

Questions About the Guide

If any reader has questions about the *Guide to Personnel Assistance,* or suggestions about how to improve it, these comments should be directed to:

Director
Division of Personnel Management Assistance
Bureau of Intergovernmental Personnel Programs
U.S. Civil Service Commission
1900 "E" Street Northwest
Washington, D.C. 20415

Or call: (Area Code 202) 632-4026

For questions about the individual programs listed in the guide, the relevant Federal agency program officials should be contacted. Their addresses and telephone numbers are listed either in the *Guide* or under the appropriate program heading in the *1974 Catalog of Federal Domestic Assistance.*

CHAPTER TWO

Comprehensive Personnel Management Assistance Available

The Intergovernmental Personnel Act of 1970

The Intergovernmental Personnel Act of 1970 (IPA) is the first comprehensive legislation directed toward the general improvement of personnel management and training capabilities of States and local governments. Prior to the enactment of the IPA, assistance to States and localities for general personnel administration and training was piecemeal and functionally oriented; the amount of personnel management assistance was small and most aid was given for training in discrete professional categories. However, the growing realization that a more extensive type of assistance was needed led to the development of the IPA and the assignment of responsibility for administration of the Act to the U.S. Civil Service Commission, the only Federal agency with comprehensive personnel management and training staff and facilities.

Principal Features of the Intergovernmental Personnel Act

- Authorizes financial grants by the Civil Service Commission up to a maximum of 75 percent of program costs: 25 percent matching fund basis to States, general purpose local governments, and certain nonprofit, private organizations for personnel administration improvement and training programs. The matching share ratio will change to 50:50 in FY '76 unless the current law is amended to retain the 75:25 ratio.
- Authorizes grants by the Civil Service Commission on a matching fund basis for the training of State, city, county, and other general local government employees.
- Provides authority for the Civil Service Commission to make grants to support graduate study programs for "Government Service Fellowships" for State and local personnel.
- Authorizes Federal agencies to admit State and local employees to training courses for Federal employees.
- Allows Federal agencies to develop special training courses for State and local employees, usually on a reimbursable basis.
- Provides authority for the Civil Service Commission to participate with States and localities in cooperative recruiting and examining programs.
- Authorizes the Civil Service Commission to furnish technical assistance on all aspects of personnel administration to State and local governments.
- Provides more opportunity for personnel mobility through the temporary assignment of personnel between the Federal government and State governments, local governments, and institutions of higher education.
- Authorizes the Civil Service Commission to coordinate Federal personnel management assistance from all sources to improve the delivery of Federal personnel assistance to States and local governments.
- Transfers to the U.S. Civil Service Commission the responsibility for administering merit system standards required for certain grant-in-aid programs.

These functions and responsibilities are described in more detail in appropriate places throughout the remainder of this guide. It should be noted that the scope of the Intergovernmental Personnel Act encompasses the entire realm of personnel management activities carried out by the Federal government. If individual States, counties, cities, other units of local government, and institutions of higher education have been unsuccessful in their searches for comprehensive personnel management assistance, the authority of the IPA and the resources of the Civil Service Commission and other Federal agencies are now available to fill the major gaps that existed previously.

Administration of the Intergovernmental Personnel Act

The Bureau of Intergovernmental Personnel Programs at the Washington, D.C., headquarters of the U.S. Civil Service Commission serves as the focal point for all IPA activities. This includes general supervision of the program, coordination of regional activities, coordination of the personnel management assistance activities of other Federal agencies, and technical support to the CSC regions for personnel management assistance.

Almost all direct service activities, including grant approvals, are delegated to and carried out by the ten regional offices of the U.S. Civil Service Commission. This delegation is intended to bring the management of these Federal sources of assistance closer to the States and localities served by them. Each of the regional offices of the Commission has established an Intergovernmental Personnel Programs Division headed by a Chief who reports directly to the Commission's regional director. These divisions are fully responsible for the approval of financial grant applications, the provision of technical assistance, and the response to other requests for personnel management and training assistance.

In addition, the regional office staffs are always available for informational consultations with States, cities, counties, other units of local government, and institutions of higher education.

General Publications Describing the Intergovernmental Personnel Act Programs

The following publications will serve both as reference materials and as sources of up-to-date information about current intergovernmental personnel program activities:

The Intergovernmental Personnel Act of 1970, PL 91–648, 84 STAT. 1909. A slip copy of the legislation. (21 pages)

Intergovernmental Cooperation Through the IPA BIPP 152–12, February 1973 (30 pages). Describes cooperation and assistance available to State and local governments and institutions of higher learning under the IPA. Provides examples taken from the program's first year of operation.

On the Move—Personnel Systems Improvements in State and Local Governments BIPP 152–38, March 1974 (12 pages). Describes specific IPA projects related to the six merit principles enunciated in the Act. Identifies jurisdictions involved and kinds and types of assistance or cooperation used.

Q & A About Temporary Intergovernmental Assignments BIPP 152–15, February 1974 (20 pages). Briefly describes the mobility provisions of the Intergovernmental Personnel Act, and answers the 33 most frequently asked questions about it.

Locating Federal Talent for Temporary Assignments Under the Intergovernmental Personnel Act of 1970 BIPP 152–39, January 1974 (24 pages). Explains the ground rules for mobility assignments under Title IV of the IPA, lists major occupational fields in the Federal government, and identifies those agencies with expertise in particular fields. Provides addresses and telephone numbers for agency officials assigned responsibility for coordinating IPA mobility assignments.

Intergovernmental Personnel Notes, U.S. Civil Service Commission. A periodic newsletter devoted to current developments under IPA. It includes discussion of grants approved, technical assistance given, and other newsworthy material to help keep governmental administrators and others informed on developments under the IPA.

An Array of Tools for Better Public Service by Bruce King, Governor of New Mexico. Reprinted from *State Government,* Autumn 1973. A discussion of New Mexico's use of the IPA program in 1971 and 1972 (4 pages).

Guidelines for the IPA Grant Program, BIPP 151–1 (Revised), June 1973.

Copies of any of these publications may be obtained by writing or calling the approriate regional office of the U.S. Civil Service Commission. For prompt attention, requests should be addressed to: Chief, Intergovernmental Personnel Programs Division, in the appropriate regional office. (Names, addresses, and telephone numbers of these individuals appear in Appendix A.)

The Bureau of Intergovernmental Personnel Programs (BIPP) publishes and distributes a wide variety of informational materials related to the IPA program. Included among them are periodic summaries of grant-supported projects and products, an annual State salary survey, materials related to equal employment opportunity and affirmative action, and other items. Requests for these publications or for general information should be addressed to: Director, Personnel Management Information Service, Bureau of Intergovernmental Personnel Programs, U.S. Civil Service Commission, 1900 E Street, N.W., Washington, D.C. 20415.

Each regional office maintains a mailing list of individuals to whom IPA publications are automatically sent. If you are not now receiving the publications and wish to be included in the regular mailing of IPA literature, please inform the appropriate Chief, Intergovernmental Personnel Programs Division.

CHAPTER THREE

Direct Financial Assistance and Manpower Development Programs for Personnel Management, Training, and Employment

Introduction

Much of the Federal government's personnel employment, personnel management, training, and manpower development assistance to States and local governments is financial and is delivered through direct grants-in-aid. For the purposes of discussion, it can be categorized in the following manner:

a. Assistance through grants for personnel management;
b. Assistance through training grants;
c. Assistance through grant programs which may include coverage of personnel management and training programs;
d. Assistance through manpower development grants;
e. Assistance through direct subsidization of salaries and administrative costs of employment; and
f. Assistance as an allowable or indirect cost of grant administration.

While there is some overlap in these categories, this approach should help explain the various ways in which Federal financial assistance is provided within the general grant-in-aid framework.

Format

Each of these six types of grant-in-aid assistance is treated separately. Following a general description of each category of assistance available, the relevant program numbers and titles are listed as they appear in the *1974 Catalog of Federal Domestic Assistance*. It is important that the reader of this chapter consult with the *1974 Catalog of Federal Domestic Assistance* for complete program descriptions. If there are any programs listed under this category that do not appear in the *Catalog*, they are listed with an explanation of their objectives, eligibility, and other important information.

In category six, below, "Assistance as an Allowable or Indirect Cost of Grant Administration," there is *no listing of individual programs.* This type of assistance results from a Federal policy on allowable costs which applies to almost all Federal grant programs.

Program Information

Most of the grant-in-aid programs listed in this chapter are more fully described in various brochures, pamphlets, and similar publications referring to individual grant programs. The *1974 Catalog of Federal Domestic Assistance* lists the publications that are helpful in understanding each grant. If a State or local personnel office were interested in starting an intergovernmental personnel management library, the publications listed under the program in the *Catalog* might be a good source of information.

A. *Assistance Through Grants for Personnel Management*

There are few Federal grant-in-aid programs which are specifically concerned with general personnel management improvement in the grantee agency. In this category there is only one program of general application—the grant provisions of the Intergovernmental Personnal Act. Using this program, States and localities can apply for funds to improve virtually any aspect of personnel management.

Grants for Personnel Management *

Program Number	Program Title
27.012	**Intergovernmental Personnel Grants**

B. *Assistance Through Personnel Training Grants*

Training assistance through grants is one of the most common categories of aid available. As a necessary concomitant to the successful operation of Federal grant programs, and ultimately to the quality of government, Federal agencies have long supported needed training activities.

This section of the guide lists those Federal programs which contribute financial support for the development of training courses and the delivery of training to State and local employees. Also included

* Complete descriptions of the programs listed below and other programs in this chapter which are designated by a number and title, are found in the *1974 Catalog of Federal Domestic Assistance.*

in this listing are those fellowship and related training programs which are either open only to the employees of States and local governments or are concerned with the development of preservice skills which are primarily associated with public sector employment categories.

The grantee is usually a State or local government. In some cases, however, the funds are given directly to an educational institution. In certain other programs, State designees are required and the support for training activities is channeled through them to be administered by the local government agency or educational institution qualified to provide the necessary training. The program descriptions listed in the *Catalog of Federal Domestic Assistance* will provide specific information about eligibility for and administration of these grants.

Training Programs Not Included. Not included in the listing below are *direct Federal training* activities and the numerous manpower development programs, which, although applicable in a general manner to public sector employment, reflect those skills and training utilized by both public and private employers. The former are programs which either are directly sponsored and staffed by Federal agencies and are intended for Federal employees, but are now open to State and local employees, or are developed especially for State and local employees and are offered as a part of a Federal agency's training activities. These direct offerings are described in Chapter Four, "Direct Training." The latter activities include the numerous training, fellowship, and scholarship programs, usually administered either by colleges and universities or by professional groups and nonprofit organizations. Under these programs any qualified applicant may receive assistance, individually or as a part of the group, for special training or education. (These are discussed in "E", below.)

Grants For Training

The following programs are concerned with the training of State and local employees in various functional areas:

	Program Number	Program Title
Alcohol:	13.271	**Alcohol Research Development Awards**
	13.274	**Alcohol Training Programs**
	13.252	**Alcohol Demonstration Programs**
Civil Defense:	12.325	**Civil Defense—State and Local Civil Preparedness Instruction Program**

DESCRIPTION. The objectives of this program are to place in each State the capabilities to: (1) orient key State and local officials to their emergency responsibilities, (2) provide professional instruction for Civil Defense personnel and other emergency operators, and (3) place survival and protective information in the curricula of secondary schools. This program is authorized under Section 201, Federal Civil Defense Act of 1950, as amended, Public Law 81–920, 50 U.S.C. Instruction materials are furnished by the Federal Government. Assistance through cost-reimbursable contracts can be used to achieve the instruction goals.
ELIGIBILITY: State and local government officials, business and industrial leaders, educational personnel and individuals assigned civil defense responsibilities and duties at State and local levels, and individuals enrolled in public schools.
INFORMATION. For further information contact:
Education Advisor
Defense Civil Preparedness Agency
Washington, D.C. 20301
Call: (202 OX 7-8971

Drug Abuse:	13.278	**Drug Abuse Research Manpower Fellowship Programs**
	13.280	**Drug Abuse Training Programs**
	13.235	**Drug Abuse Community Service Programs**
Education:	47.019	**Instructional Improvement Implementation (Pre-College)**
	47.020	**Science Education Materials and Instruction Development (Pre-College)**
	47.032	**Instructional Improvement Implementation (Higher Education)**

	47.033	**Science Education Materials and Instruction Development (Higher Education)**
Family Planning:	13.260	**Family Planning Services—Training Grants**
Health:	13.258	**National Health Service Corps**
Health—Mental:	13.238	**Mental Health—Hospital Staff Development Grants**
	13.281	**Mental Health Research Development Awards**
	13.282	**Mental Health Research Manpower Fellowship Programs**
Health—Radiological:	13.106	**Radiological Health Training Grants**
Health—Statistics:	13.227	**Health Statistics Training and Technical Assistance**
Juvenile Delinquency:	13.610	**Youth Development and Delinquency Prevention**
Law Enforcement:	16.504	**Law Enforcement Education Program — Student Financial Aid**
	16.512	**Law Enforcement Assistance —Internships**

PROGRAM DESCRIPTION: The Law Enforcement Internship Program is designed to give students enrolled in law enforcement education programs an opportunity to obtain work experiences with criminal justice agencies during a summer recess, or during any quarter, or semester that they are on leave from the degree program. A grant of $50 per week for not less than eight weeks can be authorized.

ELIGIBILITY. Only institutions of higher education may apply. Schools must be Law Enforcement Education Program (LEEP) participants. Individual applicants must apply through the college or university administering the program.

INFORMATION: For further information colleges and universities should write to the appropriate regional office of the Law Enforcement Assistance Administration. The addresses and telephone numbers of these offices are listed in the Appendix to the *Catalog of Federal Domestic Assistance.*

Mental Retardation:	13.237	**Mental Health—Hospital Improvement Grants**
Pollution—Air:	66.003	**Air Pollution Manpower Training Grants**
Pollution—Water:	66.428	**Water Pollution Control—Professional Training Grants**
	66.429	**Water Pollution Control—Technical Training Grants**
	66.423	**Water Quality Control Information System — Orientation and Training Seminars**
Public Assistance:	13.724	**Public Assistance—State and Local Training**
Transportation:	20.503	**Urban Mass Transportation Managerial Training Grants**
	.....	**National Highway Institute Program**

DESCRIPTION. The objectives of this program are to provide aid and training in areas of common benefit to the Federal Highway Administration and State and local highway department employees engaged or to be engaged in Federal-aid highway work. Through grants and contracts, Federal-aid funds are used for training and educational programs to meet the common needs of Federal-aid highway work.

ELIGIBILITY. Funds are available to State highway departments. State and local highway departments may cooperate in identifying training needs.

INFORMATION. For further information contact:

Regional or State offices of the Federal Highway Administration; or
State Highway Departments; or
National Highway Institute
Federal Highway Administration
Washington, D.C. 20590
Call: (202) 426-4879

C. *Assistance Through Grant Programs Which May Include Coverage of Personnel Management and Training Programs.* There are a number of Federal grant-in-aid programs which, although primarily intended for a specific functional area rather than for training or personnel management, include in their potential coverage certain personnel management and/or training activities. That is, the nature of the basic program is such that it can, under certain circumstances and for appropriate purposes, be used to stimulate or support personnel management and training activities for State and local employees. For example:

—The Department of Justice's programs of discretionary and statutory action grants have as their basic purpose the improvement of law enforcement at State and local levels. The enabling legislation for these programs (Omnibus Crime Control and Safe Streets Act of 1968) specifically states that grants awarded under these programs may be used for "The recruiting of law enforcement personnel and the training of personnel in law enforcement."

—The Department of Transportation's various project-type highway safety programs authorized by the Highway Safety Act of 1966 encourage projects which cover training and personnel management matters. The police traffic services program, for instance, recognizes traffic supervision training for police recruits as a representative project. The traffic control devices program also recognizes specialized technical training in traffic engineering procedures.

The program descriptions in the *1974 Catalog of Federal Domestic Assistance* for the programs listed below do not emphasize personnel management. (For example, HEW's Alcohol, Drug Abuse, Mental Health Administration and National Institutes of Health programs are aimed at advancing research.) In most cases, reference to the program's applicability to personnel management or training will consist of one term in the program description. In a few instances, the possibilities of such assistance for these categories may not be mentioned at all. It is therefore incumbent upon the State or local government personnel officer to explore any personnel management and training possibilities with the appropriate State or local directors of these grant-subsidized programs before assistance applications are submitted. When these training and personnel management potentials are overlooked, the quality of the basic program itself could suffer.

Grant Programs with Personnel Management or Training Components

	Program Number	Program Title
Alcohol:	13.252	**Alcohol Demonstration Programs**
Civil Defense:	12.319	**Civil Defense—System Maintenance Services (SE&T)**
Community Planning:	14.203	**Comprehensive Planning Assistance (701)**
Drug Abuse:	13.235	**Drug Abuse Community Service Programs**
Economic Development:	23.009	**Appalachian Local Development District Assistance**
	23.011	**Appalachian State Research, Technical Assistance and Demonstration Projects**
Education:	47.020	**Science Education Materials and Instruction Development —Pre-College**
	13.486	**Strengthening State Departments of Education—Grants to States**
	13.400	**Adult Education—Grants to States**
Employment Services:	17.207	**Employment Service**
	17.225	**Unemployment Insurance—Grants to States**
Health—Comprehensive:	13.207	**Comprehensive Health Planning—Grants to States (314(a), Partnership for Health)**
	13.210	**Comprehensive Public Health Services — Formula Grants (314(d), Partnership for Health)**
Health—Services:	23.004	**Appalachian Health Demonstrations (Appalachian 202 Health Demonstrations)**
	13.224	**Health Service Development—Project Grants (314(e), Partnership for Health)**
Law Enforcement:	16.502	**Law Enforcement Assistance —Improving and Strengthening Law Enforcement and Criminal Justice**
Pollution—Air:	66.001	**Air Pollution Control Program Grants**
Pollution—Water:	66.419	**Water Pollution Control—State and Interstate Program Grants**
Transportation:	20.600	**State and Community Highway Safety**
	20.700	**Gas Pipeline Safety**
Water Resources:	65.001	**Water Resources Planning (Title III—Water Resources Planning Program)**
	15.950	**Additional Water Resources Research (Title II Program)**

15.951 **Water Resources Research—Assistance to States for Institutes (Annual Allotment Program)**

15.952 **Water Resources Research—Matching Grants to State Institutes (Matching Grant Program)**

D. *Assistance Through Manpower Development Grant Programs*

There are numerous Federal grant programs which are basically manpower development oriented. That is, they are primarily intended to increase the quality and quantity of trained manpower to serve in a certain functional management area such as education or health.

These development programs are frequently appropriate for and available to State and local employees. In some cases State and local employees might even represent a considerable percentage of participants, and in many programs most of the participants are persons who plan to enter the public service.

For the most part, grants under manpower development programs are awarded to educational institutions, although in some cases a State or local general unit of government may be the grantee. Many of these programs take the form of fellowships or traineeships, but short-course training is also supported.

There are a few programs in this category where the eligible recipient is the individual trainee rather than a State, local unit of government, or an educational institution. Such programs are included in the *Guide* because the grantee may be a State or local government employee.

In many cases it was difficult to determine if a grant program fitted best into Chapter Three, Part C, or into this section of the *Guide*. The basis upon which a specific program's placement has been determined is as follows:

—If a program's training emphasis is *current* State and local employees, it is included in Part C, even though it is manpower development oriented and the grants generally go to educational institutions. (For example, HEW's traineeships for professional public health personnel.)

—If a program is manpower development oriented and results in training some State and local employees or is available for State and local employees, it is included in this part. (For example, Department of Transportation grants for university research and *training in urban mass transportation;* Environmental Protection Agency research fellowships in water pollution; and Department of Health, Education, and Welfare *mental health training grants.*)

Manpower Development Programs

	Program Number	Program Title
Education:	13.407	**College Teacher Graduate Fellowships (NDEA Fellowship Program)**
	13.462	**Higher Education Personnel Fellowships (EDPA, Part E Fellowship Program)**
	13.463	**Higher Education Work-Study (College Work-Study Program)**
Health—Maternal and Child:	13.233	**Maternal and Child Health Training**
Health—Mental:	13.241	**Mental Health Fellowships**
	13.244	**Mental Health Training Grants**
Health—Occupational:	13.263	**Occupational Safety and Health Training Grants**
Health—Services:	13.225	**Health Services Research and Development—Fellowship and Training**
	13.226	**Health Services Research and Development—Grants and Contracts**
Libraries:	13.468	**Library Training Grants (Library Institute and Fellowship Program)**
Manpower Development—Incentive Programs:	17.211	**Job Corps**
	17.223	**Operation Mainstream (Mainstream)**
	17.226	**Work Incentive Program—Training and Allowances (WIN)**
	17.232	**Comprehensive Employment and Training Programs**
Pollution—Air:	66.002	**Air Pollution Fellowships**
Pollution—Water:	66.430	**Water Pollution Control Fellowships**

	66.420	**Water Pollution Control—State and Local Manpower Development**
Sea Projects:	11.417	**Sea Grant Support**
Transportation:	20.503	**Urban Mass Transportation Managerial Training Grants**
	20.750	**Program of University Research (Graduate students participate as research assistants)**

E. *Assistance Through Direct Subsidization of Salaries and the Administrative Costs of Employment in the Public Service*

The most complete form of assistance offered by Federal agencies is under the programs that subsidize the salaries and administrative costs of employees hired by States and local governments as regular governmental employees. All of the grants listed below are administered by the Department of Labor and are directed toward assistance in relieving unemployment by encouraging public sector employment, hiring the disadvantaged, and improving and modernizing personnel administrative procedures, especially as they relate to the employability of disadvantaged persons.

The following grant programs have these among their objectives:

Program Number	Program Title
17.232	**Comprehensive Employment and Training Programs**
17.223	**Operation Mainstream (Mainstream)**

F. *Funding Personnel Activities as Allowable Costs of Grant Administration*

Introduction

Oftentimes State and local government personnel departments are overburdened with the additional responsibilities of recruiting, training, payrolling, and management of employees hired to carry out the purposes of Federal grant programs. The workload associated with these activities is the responsibility of the personnel and other administrative departments which seldom receive compensation from the grant program.

The General Services Administration has issued Circular FMC 74-4, "Cost Principles Applicable to Grants and Contracts with State and Local Governments," (formerly OMB Circular A-87) in an effort to alleviate the problems of identifying, measuring, and compensating State and local governments for those administrative costs which are associated with all grant programs. Thus, if the proper administrative procedures are followed, personnel departments may now be compensated for many of the expenses associated with individual, nonpersonnel-oriented grant-in-aid programs.

What is Circular FMC 74-4?

Basically, Circular FMC 74-4 is a set of cost principles which governs Federal grants and contracts with States and local governments. It identifies selected items of cost and sets standards for determining allowability.

Relationship of Circular FMC 74-4 to Personnel Management Costs

Under the provisions of these regulations, the following personnel-related activities have been defined as *allowable* as part of the *direct* costs of a grant program:

—Advertising for the recruitment of personnel required for the grant programs;

—Employee morale, health and welfare costs (health clinics, recreation facilities, employee counseling services, employee information publications, and related services);

—Personnel administration activities, including: recruitment, examination, certification, classification, training, establishment of pay standards, and related activities;

—Training and education, especially the in-service training provided for employee development which is often so necessary to carry out the objectives of the grant program; and

—Management studies to improve the effectiveness and efficiency of grant management.

Circular FMC 74-4 also establishes the principle that Federal grant programs should recognize all State and local costs associated with the performance of a Federal program, including the "invisible" or indirect costs. This is important for personnel administration, because the indirect costs of a grant program often include the services obtained from a central service

department of a State or local government such as a civil service commission or a central personnel department.

Administrative Requirements for the Implementation of FMC 74-4 Procedures

The provisions for including the costs of personnel management and training activities as allowable costs of a grant program do not work automatically. State governments must submit both statewide cost allocation plans and specific program indirect cost proposals on a yearly basis for Federal government approval. The cost allocation plan is a document that identifies, accumulates, and distributes allowable costs under grants and contracts, and identifies the allocation method used for such distribution.

For example, almost all State departments and agencies will use the central personnel services. The cost allocation plan identifies the percentage of each agency's budget that is used for personnel purposes. It also contains similar percentages for other central services such as finance, purchasing, motor pool, maintenance, etc. These figures serve as indicators of the percentages of the agency's budget that are used for central services of one kind or another. This document provides a Federal granting agency with a general estimate of the costs which are incurred by a grantee for central services.

The program "indirect cost proposal" differs in that it specifically identifies the indirect central costs for each grant program. This proposal can be compared to the statewide cost allocation plan for a determination of the appropriateness of the request for reimbursement for indirect costs. Thus, the State cost allocation plan becomes a general reference for the specific indirect costs associated with individual grant programs.

State Cost Allocation Plans and Indirect Cost Proposals

State cost allocation plans must be submitted annually and approved by the Department of Health, Education, and Welfare. The approved plans are generally binding on all other Federal agencies making grants to the State or the State department or agency At the departmental level, the responsibility for the negotiation and approval of cost allocation plans and indirect cost proposals lies with the Federal agency having the predominant interest in the operations of the department.

If the agency applies for a grant from more than one Federal source, the indirect costs approved by the Federal agency having the predominant interest are generally binding on other Federal agencies that provide funds to the State or local department.

Local Government Cost Allocation and Indirect Cost Proposals

The requirements for local governments differ somewhat in that local governments utilizing the procedures of FMC Circular 74-4 (formerly OMB Circular A-87), are not required to submit the cost allocation plans to the Department of Health, Education, and Welfare for formal approval. The plans must be prepared (and available) in the same manner as they are for State governments, but different Federal agencies, usually those related to the type of grant programs most often used by local governments, have been assigned the responsibility for auditing the proposals (and approving those plans which the Federal agency wishes to approve prior to use). These are called "cognizant Federal agencies." As with the DHEW approval, certifications by cognizant Federal agencies are binding on other grantor Federal agencies. Similarly, a Federal agency with the predominant interest in a department of local government will be responsible for the approval of an indirect rate for that department. This approval will also be binding on other Federal agencies having grants with that department.

The precise procedures that will be required of States and local governments under the provisions of Circular FMC 74-4 are described in detail, with examples, in the publications listed on the next page.

Direct and Indirect Costs for "Other Organizations"

Nonprofit institutions and other types of organizations receiving Federal grants are also eligible to include personnel management and training costs as allowable

and indirect costs of grant administration. The procedures are similar to those used for local governments and generally, but not necessarily, are governed by the rules outlined in the DHEW booklet, "A Guide for Nonprofit Institutions."

Direct and Indirect Costs for Colleges and Universities

Educational institutions are governed by the requirements of FMC 73-8 (formerly OMB Circular A-21) and FMC 73-6 (formerly OMB Circular A-88). As with local governments, a cognizant Federal agency is responsible for negotiating indirect costs rates for all Federal grant programs, and these are binding on all other Federal agencies. The basic difference in these guidelines is that different rates will have been established for different types of projects. Usually there is a separate schedule for research projects, educational service programs, and training grants. The procedures to be followed by educational institutions are outlined in the HEW publication, "A Guide for Educational Institutions," which is described below.

The Importance of Using FMC 74-4 Procedures

Those State governments, local governments, educational institutions, and other organizations that develop cost sharing and indirect cost proposals will benefit financially, thus relieving a significant pressure on the personnel administration and training capabilities which are often so important in the success of a grant-aided program. Personnel officers should make every effort to contact the State and local departments and agencies involved in grant programs to develop an effective cost-sharing plan. It is especially *important* that these contacts be made before any grant proposal is submitted to a Federal agency, for it is at this stage that the indirect personnel and training costs can be integrated into the proposal. Once these contacts are made and permanent relationships established, the potential for improved personnel practices in grant programs will be greatly enhanced.

Publications About Federal Management Circulars (FMCs)

The following publications outline the procedures that must be followed for State governments, local governments, nonprofit organizations, hospitals, and educational institutions to utilize the cost allocation and indirect cost opportunities available under most Federal grant-in-aid programs:

1. *A Guide for State Government Agencies,* OASC–6 Department of Health, Education and Welfare. Discusses the significance of GSA Circular FMC 74–4 for State agencies; offers guidelines for preparing a consolidated statewide allocation plan and indirect cost rate proposals; has a question and answer section; contains examples of plans and how to calculate costs; and reproduces GSA Circular FMC 74–4. (60 pages, price 60 cents.)

2. *A Guide for Local Government Agencies,* OASC–8 Department of Health, Education and Welfare. Contains information and exhibits similar to the State guide, but directed toward the application of FMC 74–4 to local governments; has examples and a copy of GSA Circular FMC 74–4. (46 pages, price 60 cents.)

3. *A Guide for Colleges and Universities,* OASC–1 (Revised) Department of Health, Education and Welfare. Similar to those listed above, but applicable to colleges and universities. (66 pages, price $1.00.)

4. *A Guide for Nonprofit Institutions,* OASC–5 (Revised) Department of Health, Education and Welfare. Contains information and exhibits similar to the State guide, but oriented to the particular problems of nonprofit institutions. (53 pages, price $1.00.)

5. *A Guide for Hospitals,* OASC–3 Department of Health, Education and Welfare. Contains information and exhibits similar to the State guide, but oriented to the particular problems of medical institutions. (52 pages, price 40 cents.)

All of these publications are available for sale from the U.S. Government Printing Office. To obtain them, address your orders to:

Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402

CHAPTER FOUR

Direct Training Assistance Available

Introduction

Direct training assistance from the Federal government to States and local governments can be divided into four major categories; (1) training programs as grants-in-aid; (2) special training for State and local employees as part of a grant-in-aid program; (3) admission of State and local government employees to Federal training programs; and (4) special training for State and local employees upon request.

The availability of this training assistance considerably expands the resources available to State and local governments for the improvement of employee skills and program administration.

Grant-in-Aid Training

The training programs listed below are similar to those listed in Chapter Three of the *Guide*, except that these programs are directly provided and conducted under Federal auspices. Although the training programs are developed especially for State and local governmental employees, the course content is predetermined and is taught by Federal instructors or by second-party contractors to a Federal department or agency. There is some competition for the training assistance listed below, but Federal agencies have generally been able to fulfill all requests for assistance by eligible State and local governments.

Further information about eligibility, course content, and other relevant factors can be found in the program descriptions in the *1974 Catalog of Federal Domestic Assistance.*

	Program Number	Program Title
Civil Defense:	12.300	**Civil Defense-Architect / Engineer Faculty Development** DESCRIPTION. The objective of this program is to develop capability of architectural and engineering faculty to conduct courses in nuclear defense designs. ELIGIBILITY. Applicant must be a recognized faculty member in good standing from an accredited college or university teaching architecture or engineering. INFORMATION. Staff Director Architectural and Engineering Development Division, DCPA Washington, D.C. 20301 Call: (202) 694-1691
Civil Defense:	12.301	**Civil Defense-Architect/Engineer Professional Development** DESCRIPTION. To develop capability of architects and engineers to incorporate protected shelter spaces into new design and construction projects. ELIGIBILITY. Applicant for enrollment must possess bachelors degree or equivalent in architecture or engineering or possess a license to practice as a professional engineer or architect. INFORMATION. Interested and eligible architects and engineers are encouraged to communicate with their local or State civil defense directors or contact: Staff Director Architectural and Engineering Development Division, DCPA Washington, D.C. 20301 Call: (202 694-1691
	12.314	**Civil Defense-Staff College** DESCRIPTION. The objective of this program is to provide professional training for State and local civil defense personnel and training for instructors who conduct courses under contract. State and local civil defense officials can be trained at the DCPA College, at Battle Creek, Michigan, in civil defense management and other skills. Reimbursement is made for one-half cost of travel and per diem while in attendance. ELIGIBILITY. Individuals who need training and are assigned to a civil defense position in State or local government. INFORMATION. Contact: Director, Training Support Staff Defense Civil Preparedness Agency Staff College Battle, Creek, Michigan 49016

. . . . **Civil Defense—General**

DESCRIPTION. This is a home study course designed to orient citizens to the major aspects of the national civil defense program. It consists of five lessons which require approximately 15 hours of study. Subject areas include relationship between military defense and civil defense planning, nuclear weapon effects, fallout shelters, warning, emergency operations, support programs, and government responsibilities for civil defense. Instruction materials are furnished without charge by the Federal government.

ELIGIBILITY. Any interested person.

INFORMATION. Enrollment is through local civil defense offices, or any individual may send a request on a post card to:

Civil Defense, USA
Box 2000
Battle Creek, Michigan 49016

Civil Defense Management: . . . . **The Local Civil Defense Director/Coordinator (Home Study Course)**

DESCRIPTION. This programmed instruction course is designed as an orientation for recently appointed local Civil Defense Directors/Coordinators. It requires about 15 hours of study. Course content includes laws pertinent to civil defense; relationships of the CD Director/Cordinator with local governments and elements of States and the Federal government; identification of types or emergency situations; duties of the position; and sources of assistance for a Director/Coordinator. Instructional materials are furnished without charge by the Federal government.

ELIGIBILITY. Local Civil Defense Directors or Coordinators and their deputies; staff members of State Civil Defense Offices.

INFORMATION AND APPLICATION. Submit DCPA Form 435, Training Course Application, through local, State, or Regional Civil Defense offices, or contact:

Defense Civil Preparedness Agency Staff College
Federal Center
Battle Creek, Michigan 49016

. . . . **Introduction to Radiological Home Study Course**

DESCRIPTION. This is a four-lesson, twelve to fifteen hours, programmed course providing basic radiological information for those persons interested in the subject and from which potential radiological monitor trainees can be recruited and trained. Contents include the purpose of the Radiological Monitor in Civil Preparedness; fallout effects and exposure guidance; radiological instruments; protective measures and decontamination procedures; dose and dose rate calculations; Radiological Monitor responsibilities, tasks, and reporting procedures; and radiation accidents.

ELIGIBILITY. Any citizen may take the course.

INFORMATION AND APPLICATION. Enroll through local Civil Preparedness offices or contact:

Defense Civil Preparedness Agency Staff College
Federal Center
Battle Creek, Michigan 49016

12.324 **Civil Defense-Architect/Engineer Student Development**

DESCRIPTION. This program of instruction is designed to support the National Fallout Shelter Survey by training undergraduate architectural and engineering students to survey facilities as a part of the summer employment program. Instruction materials are furnished by the Federal government.

ELIGIBILITY. Undergraduate architectural, engineering, or technical students with at least one academic year successfully completed in an architectural, engineering, or technical institute.

INFORMATION AND APPLICATION. Submit self-addressed tear-off cards affixed to DCPA summer employment announcements posted at all architectural, engineering or technical institutes during December, or write to:

Architectural and Engineering Development Division
Defense Civil Preparedness Agency
The Pentagon
Washington, D.C. 20301

Disease Control: 13.268 **Disease Control—Project Grants**

Law Enforcement—Auditors: . . . . **LEAA Training Program for State Auditors**

DESCRIPTION. This is a train-

ing program designed to familiarize financial officers with the Law Enforcement Assistance Administration program, emphasizing the general and technical information which will enable responsible officials to carry out their audit responsibilities. Two-week training sessions are given periodically throughout the year at the Interagency Training Center, Bethesda, Maryland. No tuition is charged and out-of-pocket costs are paid by the Law Enforcement Assistance Administration.

ELIGIBILITY. State auditing officials.

INFORMATION. For further information, contact:
Office of the Comptroller
Law Enforcement Assistance Administration
633 Indiana Avenue, NW
Washington, D.C. 20530
Call: (202) 386-3355

Law Enforcement—Police Training:

6.300 **Law Enforcement Assistance—FBI Advanced Police Training (FBI National Academy)**

16.302 **Law Enforcement Assistance—FBI Field Police Training (FBI Field Police Training)**

Law Enforcement—Technical Assistance:

16.503 **Law Enforcement Assistance—Technical Assistance (Safe Streets, Crime Control)**

Law Enforcement—Narcotics and Dangerous Drugs:

. . . . **Two-Week Law Enforcement Training School**

DESCRIPTION. The school is designed to equip the officer with a knowledge of the most advanced techniques involved in the enforcement of the narcotic and dangerous drug laws. The school provides the officer with a basic knowledge of drug identification, informant development, initiation of drug cases, surveillance activity, and other enforcement techniques germane to a drug investigator's activities.

Cost of the training is free, but all subsistence and related travel expenses must be borne by the candidate, his department, or sponsor. This school is conducted at the Drug Enforcement Administration's National Training Institute, Washington, D.C. and at numerous locations throughout the country.

ELIGIBILITY. All full-time commissioned officers employed by State, county, or local police agencies.

INFORMATION. Applications and further information can be obtained by contacting:
Director for Training
Drug Enforcement Administration
1405 Eye Street, NW
Washington, D.C. 20537

. . . . **Drug Enforcement Officer Academy**

DESCRIPTION. The purpose of this school is to provide the police officer with needed expertise in all areas or narcotic and dangerous drug law enforcement to enable him to exercise leadership in his community's overall effort to combat drug abuse. The school equips the officer with the ability to conduct in-depth narcotic and dangerous drug investigations, as well as to supervise in this specialized field of law enforcement. Curricula of the school includes extensive drug identification, pharmacology, and enforcement principles. i.e., developing informants, undercover work, case development, surveillance, evidence handling, intelligence operations, organized crime, arrest, search and seizure techniques, crime scene search and raid planning, as well as other courses which are germane to the officer's duties. The candidate also receives instruction in supervision, management and leadership principles, methods of instruction, courtroom procedures, social asspects of drug abuse, drug death investigation techniques, addict rehabilitation, and legal aspects of drug investigations from authorities in these fields. The creation of Metropolitan Enforcement Groups and community prevention programs are emphasized. Candidates participate in several field training exercises designed to afford them opportunities to apply classroom instruction to "actual" investigations. The course also includes extensive physical development and firearms training.

Costs for the training are free. However, all subsistence and related travel expenses must be borne by the candidate, his department, or sponsor. The school is conducted at the Drug Enforcement Administration's National Training Institute, Washington, D.C.

ELIGIBILITY. All full-time police officers specializing in drug enforcement.

INFORMATION. For further information and applications, contact:
Director of Training
Drug Enforcement Administration
1405 Eye Street NW
Washington, D.C. 20537

Law Enforcement—Narcotics and Dangerous Drugs: . . . . **Forensic Chemists Seminar**

DESCRIPTION. This five day seminar is designed to increase the chemist's knowledge of updated methodology and improve his scientific techniques. The program includes classroom instruction in the latest developments in analyzing stimulant, depressant, narcotic and hallucinogenic drugs, as well as instruction in the presentation of testimony in court. Participants are also afforded the opportunity to utilize the various instrumentation available to apply the analytical techniques which are covered in the lecture phases of the seminar. This seminar is conducted at the Drug Enforcement Administration's Special Testing and Research Laboratory in McLean, Virginia, which is a suburb of Washington, D.C.

The cost of training is free, but all subsistence and related expenses must be borne by the candidate, his department or sponsor.

ELIGIBILITY. Nominees must have a minimum of a B.S. degree in chemistry or science and be employed full-time as a police chemist or criminalist.

INFORMATION. Applications and information can be obtained by contacting:
Director of Training
Drug Enforcement Administration
1405 Eye St., N.W.
Washington, D.C. 20537

Law Enforcement—Security: 21.100 **Secret Service—Training Activities**

Law Enforcement—Tax Compliance: 21.003 **Tax Information and Education**

21.052 **Alcohol, Tobacco, and Firearms—Training Assistance**

. . . . . **Tax Law Compliance Training—Internal Revenue Service**

DESCRIPTION. Tax Law Compliance Training encompasses a wide variety of technical courses related to tax collection. Courses include training for the tax auditor, basic to advanced training for Revenue Officers and Revenue Agents, training for special agents, and courses in specialized topics such as estate and gift taxes, pension trusts, excise tax, and exempt organizations. The courses vary in length, difficulty, and requirements for entrance. Inquiries should be made concerning availability and specific areas of interest.

ELIGIBILITY. The courses are generally open to officials of State and local tax agencies on a space-available basis.

INFORMATION. For further information contact:
Chief, Compliance Training Branch
Internal Revenue Service
U.S. Department of the Treasury
Room 403 A:T:C
2221 Jefferson Davis Highway
Arlington, Virginia 22202
Call: (703) 557-2408

Management—General: . . . . . **Effective Executive Workshop**

DESCRIPTION. Courses utilize the Peter Drucker film series which form the nucleus of five workshops covering how the executive can better utilize his time; how he can see new and creative ways of making contributions to the organization; how today's job contributes to tomorrow's needs; how to make decisions by considering the best alternatives; and how to utilize people on the basis of their abilities rather than tradition.

ELIGIBILITY. Managers and supervisory personnel. Applications for State, local, and foreign personnel will be considered on a space-available basis.

INFORMATION. For further information contact:
Meat and Poultry Inspection Programs
Consumer and Marketing Service, USDA
P.O. Box 1608
Denton, Texas 76201

Mines—Health and Safety:	15.352	**Mine Health and Safety Education and Training**
Pesticides:	16.607	**Pesticide Appraisal and Monitoring**
		Pesticide Technology—Direct Training

DESCRIPTION. This program is designed to provide specific training to individuals who apply pesticides or supervise their use.
ELIGIBILITY. Personnel of State, local and Federal agencies; and employees of private industry.
INFORMATION. For complete details of this program, contact:
Office of Pesticides Programs
Environmental Protection Agency
Washington, D.C. 20460

Pollution—Air:	66.006	**Air Pollution Control Technical Training**
Pollution—Water:	66.417	**Water Pollution Control—Direct Training (WQO Short Courses)**
Radiation:	24.027	**Radiation Control—Training Assistance and Advisory Counseling**

DESCRIPTION. This program provides radiological health training to staff members of State and local government agencies responsible for regulating the use and control of radiation under an agreement with AEC for the assumption by the State of regulatory authority.
ELIGIBILITY. State and local governments having regulatory responsibilities as indicated above may nominate staff members having training or experience in a physical or life science equivalent to a bachelor's degree.
INFORMATION. Additional information is available from:
Directorate of Licensing
Atomic Energy Commission
Washington, D.C. 20545

Solid Wastes:	66.011	**Solid Waste Technical Assistance, Training and Information Services**
Weights and Measures:	11.606	**Weights and Measures Service**
Wildlife:	15.609	**Wildlife Technical Assistance**

Federal Training Resources

Section 302 of Title III of the Intergovernmental Personnel Act authorizes Federal agencies to admit State and local government employees and officials to agency training programs established for Federal professional, administrative or technical personnel. Federal agency programs are a valuable training resource for State and local governments because they:

—cover a wide range of subjects for administrative, technical, and professional employees;
—are offered in widely dispersed geographical locations, nationwide; and
—are available at no cost or for a nominal tuition charge to cover the costs of conducting the course.

Federal Agency Training Programs

Generally, Federal agency training courses are conducted primarily for the benefit of the agency's own employees. However, they are often open to participation by other Federal, State, and local agencies' employees on a space-available basis.

The wide range of training subjects offered by Federal installations and agency training centers include:

—Personnel Management
—Financial Management
—Physical Sciences
—Budget Formulation
—Supervisory, Managerial and Executive Development
—Nursing
—Languages
—Marine Biology
—Park Management
—ADP
—Mathematics
—Mechanical Maintenance

Information on these programs is provided through the publication and distribution of *Interagency Training Programs Catalogs* by the U.S. Civil Service Commission.

These catalogs provide course descriptions, admission prerequisites, nomination procedures, cost data, and a contact point for further information on courses available for interagency participation during each fiscal year. These programs are available to qualified employees in almost any field of work and at every grade level in the public service.

The U.S. Civil Service Commission publishes several catalogs periodically: a central office issuance for clientele in the Washington, D.C. Metropolitan area, and regional office publications for use in the area covered by the region.

As supplements to the catalogs described above, the Civil Service Commission's central and regional offices also publish calendars of interagency programs which provide updated schedules of the courses announced in the catalogs. The calendars show course titles, dates, and nomination deadlines, and are usually issued on a quarterly basis.

Training catalogs and calendars may be obtained from the U.S. Civil Service Commission's central or regional offices.

U.S. Civil Service Commission Training Programs

In addition to coordinating Federal agency training programs, the Commission conducts an interagency training program nationwide. All training courses offered by the Commission are open to employees of State and local governments.

The Commission has established training centers in Washington, D.C., to develop and conduct training in six major curriculum areas:

—Personnel Management
—General Management
—Management Sciences
—Automatic Data Processing
—Labor Relations
—Communications and Office Skills

Courses in each of these curriculum areas are also offered by Regional Training Centers located in each of the Commission's ten regional offices. Most of the regional courses are conducted on-site throughout the regions in centers of Federal governmental employee population. Many of the programs can be modified or tailored to meet the special needs of State and local governments and, within existing resources, special training courses for such jurisdictions can be developed.

The Commission also provides two-week and three-week residential, mid-level executive seminars at three Executive Seminar Centers located in Kings Point, New York; Oak Ridge, Tennessee; and Berkeley, California. A seven-week program and other programs for top-level governmental executives are offered at the Federal Executive Institute in Charlottesville, Virginia.

Technical Training Assistance

The technical training assistance program authorized under the IPA is broad in scope. The Commission's Central and Regional Training Centers can assist State and local government agencies by providing technical training assistance directly or by assisting in obtaining technical assistance from other Federal agency or non-governmental resources.

Training Information Publications

The Civil Service Commission has published a number of guides on training systems and technology which should be helpful to State and local governments in strengthening their internal training programs. These include:

—*Instructional Systems and Technology: An Introduction to the Field and Its Uses in Federal Training (Pamphlet T-11) NO. I, Cost 30¢*
—*Application of a Systems Approach to Training: A Case Study (Pamphlet T-2) NO. II, Cost 30¢*
—*Programmed Instruction: A Brief of Its Development and Current Status (Pamphlet T-12) NO. III, Cost 55¢*
—*Training Evaluation: A Guide to Its Planning, Development, and Use in Agency Training Courses (Pamphlet T-13) NO. IV, Cost 30¢*
—*Computer Assisted Instruction: A General Discussion and Case Study (Pamphlet T-15) NO. V, Cost 30¢*
—*Visual Materials: Guidelines for Selection and Use in Training Situations (Pamphlet T-16) NO. VI, Cost 30¢*
—*Catalog of Basic Education Systems, NO. 0-419-029, Cost $1.50*
—*Training and You, NO. 0-403-612, Cost 20¢*
—*Interagency Training Catalog of Courses 1973-1975, NO. 0600-00712, Cost $2.50*

All of these training resources and information publications are available from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402.

Agency Policy on Direct Training and the Development of Special Courses for States and Local Governments

Department of Agriculture

The Department of Agriculture will admit State and local personnel to its regularly scheduled courses on a space available basis. Most are in-house courses or training programs in supervisory/managerial skills or technical subjects related to programs of constituent Department agencies.

For further information, or a copy of a catalog of Department of Agriculture training programs, contact:

Chief, Career Development Division
Office of Personnel
U.S. Department of Agriculture
Washington, D.C. 20250
Call: (202) 447-6977

Department of Health, Education, and Welfare

Public Health Service (PHS)

In general, the Public Health Service will admit State and local employees to its training activities on a space available basis. In addition, the Center for Disease Control, a component of the PHS offers courses specifically for State and local government employees.

The training services of the Center for Disease Control are directed primarily to satisfy the needs of State and local health department disease control and prevention operations. Eligible workers of these organizations may, with appropriate internal approval, apply for enrollment in any of the scheduled courses for which dates and locations are listed in the Center for Disease Control "Training Bulletin." The organizations themselves may invite the Center to present any of its "field" courses. The Center will also consider requests for lectures, seminars, special short courses, and the loan of training aids. Under some conditions, the Center will develop courses especially for a State or local health department disease control and prevention operation. Inquiries are invited.

In practically all cases "eligibility" hinges on the meeting of prerequisites for individual courses offered by the Center.

Three kinds of courses are offered. They are: (1) "Headquarters" courses, presented only in Atlanta when they call for special equipment—otherwise, they can be given at the various CDC field stations throughout the country; (2) "Field" courses can be presented at locations other than Atlanta. (These courses closely resemble the headquarters presentation upon which they are usually based, but they differ in that they are adapted to satisfy the specific needs of each locality in which they are given); and (3) "Home-study" courses which can be studied in a trainee's own home or office. (They are intended for those who cannot arrange to leave their work locations.)

The Center, through its Community Demonstrations, also provides technical assistance to cooperating community and State health departments. This is done by assigning a coordinator or by providing advisory service to develop more effective techniques and to demonstrate the total health planning-action process, or a specified part of it, that will contribute to the accomplishment of the objective of reducing or preventing the prevalence of disease or other health problems in all groups of a community (especially the control of tuberculosis, venereal disease, and diseases for which a vaccine is available).

For further details, and for a copy of the current CDC "Training Bulletin," write:

Center for Disease Control
Attn: Training
Atlanta, Georgia 30333

Social and Rehabilitation Service

The Social and Rehabilitation Service admits State and local employees to its training courses on a space available basis. In addition, SRS provides consultative service, training material, and guides for the development of training courses for States and localities.

Material is currently available in a number of training areas for State and local programs that relate directly to SRS goals. Training specialists will respond to specific questions as to whether or not a training problem can be met with: (1) a developed training package, (2) training guide material, or (3) consultation.

The agency does *not* offer the service of developing custom made training programs to meet the restricted and unique needs of specific programs.

Inquiries about the availability of training should be directed to the Manpower Development and Training Specialist, in the appropriate regional office of the Social and Rehabilitation Service, Department of Health, Education and Welfare.

Department of Housing and Urban Development

The Department of Housing and Urban Development will admit State and local government employees to its regularly scheduled courses on a space available basis. Only a few of these courses are publicly announced. Most are in-house training programs for which there is no catalog or regular announcement. In areas of direct HUD program concern, upon direct request, and when resources are available, the Department of Housing and Urban Development will develop specialized training courses especially for State and local government personnel.

For further information contact the nearest regional or area office of the Department of Housing and Urban Development. Addresses and telephone numbers will be found in the Appendix to the *1974 Catalog of Federal Domestic Assistance.*

Department of Justice

Federal Bureau of Investigation

The Bureau sponsors training activities connected with various phases of law enforcement. Attendance is restricted to full-time officers employed by a duly established law enforcement agency serving a municipality, county, or State. If a duly established law enforcement agency requests instruction in various stages of law enforcement, professional instruction is provided.

For information concerning this type of training activity contact the Headquarters Offices of the Bureau, or the Director, Federal Bureau of Investigation. Addresses of the headquarters offices are listed in the Appendix to the *1974 Catalog of Federal Domestic Assistance.*

U.S. Marshals Service

The United States Marshals Service will admit State and local law enforcement agency personnel to USMS training course conducted at the United States Marshals Service Training Academy on a space available basis. These internal training courses—basic, advanced, refresher, intermediate, and specialized—are offered tuition free; however, travel and living expenses will be borne by the participating agency.

The United States Marshals Service will provide other training and technical assistance to State and local governments on a reimbursable basis.

For further information, contact:

Chief, Personnel and Training Division
United States Marshals Service
United States Department of Justice
Washington, D.C. 20530
Call: (202) 739-4485

Bureau of Prisons

The Bureau of Prisons operates Staff Training Centers which provide training in Correctional Techniques. State and local employees are accepted to these training programs on a space available basis. For further information about availability, contact:

Director
Staff Training Center
523 McDonough Blvd., S.E.
Atlanta, Ga. 30315

Director
Staff Training Center
3883 Turtle Creek Blvd.
Dallas, Texas 75219

Department of the Interior

Bureaus of the Department of the Interior admit eligible State and local government employees to participate in appropriate training programs when spaces are available. In addition to the general Departmental guidelines that apply to all cases, each bureau prescribes the specific conditions under which these employees may be admitted. For further information contact:

Division of Organization and Employee Improvement
Office of Organization and Personnel Management
United States Department of the Interior
18th and C Streets, NW
Washington, D.C. 20240

Department of Transportation

It is the policy of the Department of Transportation to encourage States and local governments to enroll their employees in DOT training programs whenever the training is relevant to identified needs. In specific subject matter areas such as highway safety, construction, etc., the Federal Highway Administration's National Highway Institute and the National Highway Traffic and Safety Administration develop curricula and training materials for use by State and local agencies. These divisions also provide technical advice and guidance.

Interested State and local government officials should contact:

Director of Personnel and Training
Department of Transportation
400—7th Street, SW
Washington, D.C. 20590
Call (202) 426-4088

Contacts for Additional Information

For general information about Federal training resources or publications, persons may write:

Bureau of Training
U.S. Civil Service Commission
Room 7615, 1900 E Street, N.W.
Washington, D.C. 20415

Persons interested in a particular course should contact the Program and Curriculum Office, (202) 632-5574. For general assistance the Office of Agency Assistance and Resource Coordination should be contacted at (202) 632-5653. Persons outside the Washington, D.C. area should contact the appropriate regional training center serving the location. (Addresses and telephone numbers of Regional Training Centers appear in Appendix A.)

CHAPTER FIVE

Technical Assistance Available for Personnel Management

Introduction

There are a number of Federal programs which provide technical assistance in various phases of personnel management and training. Technical assistance consists of advice, consultation, analyses, studies, preparation of technical materials, and information intended to help the recipient in some field of personnel management and training.

Comprehensive Technical Assistance

The technical assistance program authorized under the Intergovernmental Personnel Act of 1970 (IPA) is broad in scope and provides a clear mandate to the U.S. Civil Service Commission to assist in strengthening State and local personnel administration. Section 205 of the IPA (listed as Program 27.010 in the Catalog of Federal Domestic Assistance) provides as follows:

> "The Commission may furnish technical advice and assistance on request, to State and general local governments seeking to improve their systems of personnel administration. The Commission may waive, in whole or in part, payments from such governments for the costs of furnishing such assistance. All such payments shall be credited to the appropriation or fund from which the expenses were or are to be paid."

The IPA is the first comprehensive Federal aid program for improving and strengthening State and local personnel administration programs. The IPA requires that all its provisions be administered so as:

> (1) to recognize fully the rights, powers, and responsibilities of State and local governments, and (2) to encourage innovation and allow for diversity on the part of State and local governments in the design, execution, and management of their own systems of personnel administration.

Assistance provided under authority of the IPA is available to States and general purpose local governments. Similar comprehensive assistance to local governments, other than general purpose local governments, is available from the U.S. Civil Service Commission under authority of the Intergovernmental Cooperation Act of 1968 (ICA). All assistance provided under ICA authority must be fully reimbursable.

Types of Technical Assistance Available

Technical assistance can be subdivided into two broad categories: (1) advisory assistance, and (2) operational assistance.

(1) *Advisory Assistance* includes analyzing personnel problems and needs, presenting recommendations for improvements, and developing new or improved systems and subsystems and training employees to implement them.

Advisory projects can cover any phase of personnel operations in which it is feasible for the U.S. Civil Service Commission to supply the specialized knowledge from its own staff, or through special teams. Generally, these projects will be on a reimbursable basis. Commission staff will be glad to have opportunities to discuss potential projects to identify the best way in which they can be helpful. Projects may include, (but are not limited to):

—Personnel management surveys which review the total personnel program to identify needs and make recommendations;
—Diagnostic surveys of particular elements of a personnel program to explore specific problems and propose solutions or corrective action needed for improvement;
—Assistance with the design of various program elements, such as: a personnel management appraisal system, a recruiting system, or a selection system;
—Assistance with the establishment of a training or employee development system, including overall training policy, identification of training needs, location of training resources, and provision for periodic evaluation;
—Advice on affirmative action planning and equal employment opportunity practices;

—Advice on job analysis, minimum qualification requirements, classification plans, or salary and wage surveys;
—Advice on improving overall efforts to employ the disadvantaged;
—Advice on recruitment and staffing practices;
—Advice on productivity improvement;
—Advice on examination planning and test development; and,
—Advice on merit promotion, medical qualification standards, occupational health, labor relations, or other aspects of personnel management.

Advisory assistance (a) may range from less than one day to perhaps several months in duration; and (b) would involve the principal activity of either a single Commission employee or of a project team led by a Commission official (but not necessarily consisting of only Commission employees). Advisory assistance of more than one-day's duration will generally require a careful statement of the project, the estimated staff-hours, costs, and the time targets.

(2) *Operational Assistance* involves actual carrying out of necessary day-to-day operational activities of a personnel system. This includes supplying basic parts to the system and activities involving periodic update of the system. Included are services such as:

—specialized assistance in meeting recruitment needs;
—conducting salary surveys for individual jurisdictions; and,
—conducting training courses specifically for individual jurisdictions.

Priorities for Projects

The Commission will give priority to requests:

—where it has special expertise;
—when the service can be performed expeditiously;
—when the Commission can be responsive to the most pressing needs of State and local governments;
—when it can help meet equal employment opportunity and affirmative action needs of State and local governments;
—when it can help improve overall efforts to employ the disadvantaged.

In assessing whether particular projects should be undertaken, the Commission will also consider whether the project has broader interest and technical assistance usefulness to other units of government, and whether it would provide new working tools for future undertakings in personnel administration improvement.

An effective technical assistance program will depend to an important degree on the flexibility that can be exercised in coordinating the demands for services with the resources available for providing them. Lead time is essential. To provide sufficient lead time, the Commission's representatives in regional offices should be informed at the earliest stages of formulating a proposal or, preferably, at the early stages of improvement planning. They can then give advice that will be helpful in shaping the formal request. While the request is taking shape, the regional office can explore potential scheduling of resources, or development of teams with the needed capabilities.

Assistance Not Authorized

The Commission will not provide, on a continuing basis, assistance that would not further the objectives of the IPA relating to development of self-sufficiency and improved personnel administration in State or local governments. In addition, the following services are not authorized: (1) activities which would run counter to established national policy or public interest; (2) assistance which would tend to support politically partisan activities; (3) assistance which the Commission does not have the capability to provide effectively; (4) assistance which would seriously impair the Commission's capability to carry out essential programs; (5) services that can be procured by State or local governments reasonably and expeditiously through ordinary business channels.

Reimbursement Policy

As a general rule, technical assistance provided by the U.S. Civil Service Commission will be reimbursable. Exceptions to this general rule will be: (a) short-term advisory assistance; (b) assistance which consists of furnishing available written material; (c) assistance which is required to establish or maintain compliance with Merit Systems Standards prescribed under certain Federal grant-in-aid programs; and, (d) consultative assistance which may be provided as part of the IPA grant preapplication process. All assistance provided under authority of the ICA must be fully reimbursable.

Reimbursement will be based on direct costs of salaries and fringe benefits of employees performing the service, plus the cost of leave, travel, printing (if necessary), extraordinary supplies, and other overhead costs. Advance estimates can be given to State and local governments, with billing to be on an actual cost basis. It must be understood that this represents only the costs of the requested services if the Commission were asked to provide them. The Commission does not participate in competitive bidding with profit-based business organizations. Requesters must certify that services requested cannot be procured reasonably and expeditiously through ordinary business channels. When necessary to adapt to State or local requirements, the contract may contain a provision that the cost will not exceed a fixed amount.

Reimbursement in kind can be arranged. However, the U.S. Civil Service Commission will require receipt of a service in return that is needed in its ongoing activities. There may be situations where it is appropriate for the Civil Service Commission to share the cost of providing assistance. Where an advisory project can be expected to have a direct impact on improving a Federal Government program, or where it will be helpful in providing a model for services to other jurisdictions, the billing may cover only part of the actual costs.

Obtaining Assistance

Discussion and exploration of potential projects should be conducted with the Intergovernmental Personnel Programs (IPP) representative, in the appropriate U.S. Civil Service Commission regional office, at the earliest possible stage. (See Appendix A for the addresses and areas served by the ten regional offices.) Commission representatives will advise on costs, time considerations, priorities, feasibility, advantages and disadvantages of various approaches to the problem.

Requests from State or local governments for technical assistance should be made in writing by the jurisdiction's chief executive, or his designated representative, to the appropriate U.S. Civil Service Commission regional office. Requests should include a statement of the project, the objective to be sought, the type of assistance needed, the general consideration of time in which the assistance can be supplied, and identification of any of the requester's employees that will be assigned to work with a U.S. Civil Service advisor. CSC Form 995, Agreement for Technical Services, will be used for recording a final agreement for technical assistance.

In States where clearance or approval is required from the central personnel agency before requesting technical assistance, the jurisdiction submitting a request is responsible for obtaining it. Joint requests may be submitted by several jurisdictions wishing to work together on a project.

Commission regional offices will identify program specialists with the qualifications needed for the project, and they will be assigned individually or as a team. Other Federal agencies will be invited to assist, by furnishing particular specialists on a reimbursable basis, when their expertise is needed to provide the most useful and effective consultation or advice on a project.

When a request is related to the program interests of another Federal agency administering a grant-in-aid program, the Commission's regional office will coordinate, as necessary, with that Federal agency prior to approval of the request. There may also be some types of projects where such coordination is needed prior to a final report on the project.

Specific Personnel Assistance

Many of the direct personnel technical assistance programs concentrate on one or another specific element of personnel administration.

	Program Number*	Program Title
Employment of the Handicapped:	53.001	**Handicapped Employment Promotion**
Job Discrimination:	30.003	**Job Discrimination — Technical Assistance to Employers, Unions, and Employment Agencies**
	17.305	**Women's Special Employment Assistance (Women's Bureau)**
Labor-Management Relations:	17.100	**Labor-Management Relations Service**
	34.001	**Labor Mediation and Conciliation**
Manpower Development:	17.002	**Manpower and Employment Data**

* This number refers to the detailed description of the programs contained in the *1974 Catalog of Federal Domestic Assistance*. The *Catalog* should be consulted for questions of eligibility and application.

Personnel Assistance in Functional Areas

There are a few Federal programs which offer a broad range of technical aid, including personnel technical assistance, to States, cities, counties, and other eligible units of local government as part of a broader program in a particular functional area. The following programs can include personnel technical assistance as an element in the general assistance package:

Correctional Services:	16.600	**Correctional Services-Technical Assistance**
Economic Development:	11.303	**Economic Development-Technical Assistance**
Parks and Recreation:	15.906	**Park and Recreation Technical Assistance**
Racial Conflict—Conciliation and Mediation:	16.200	**Community Relations Services (CRS)**

Personnel Technical Assistance in Agency Related Programs

Several of the Federal domestic agencies that engage in grant activities will provide personnel technical assistance to the grantee upon request, as a part of the grant program. Some Federal Departments and agencies will provide certain types of personnel technical assistance to State and local operations that are directly related to the Federal agency missions. The following agencies have indicated a willingness to provide personnel technical assistance under the conditions stated below:

Environmental Protection Agency

With one exception, the EPA does not, on a regular basis, provide personnel technical assistance to States. The exception is the Air Program which lends personnel to States to conduct technical program business for the State.

Under this activity, a certain amount of personnel management consultation is involved. Regional offices of EPA are the contact points for the States. If the regional offices are unable to provide the needed assistance, requests for services will be forwarded to the appropriate Washington office. (The appropriate regional offices are listed in the Appendix to the Catalog of Federal Domestic Assistance.)

Public Health Service (DHEW)

The PHS will make its professional personnel staff available to the States and local governments to the extent that staff resources permit. Ideally, arrangements would involve assignments of material benefit both to the PHS, including the professional development of its employees, and to the State or local government. Requests for information should be addressed to:

Assistant Secretary for Health
Department of Health, Education, and Welfare
5600 Fishers Lane
Rockville, Maryland 20852

Office of Education (DHEW)

Generally, most applications for personnel technical assistance will be referred to the Technical Assistance and Evaluation Branch, Office of Personnel and Training, Department of Health, Education, and Welfare, 330 Independence Avenue, SW, Washington, D.C. 20201.

The Office of Education is now planning to increase its emphasis on technical assistance to State agencies in the personnel management and training fields. When this capability is developed, it will be offered through the regional offices.

Social and Rehabilitation Service (DHEW)

The Social and Rehabilitation Service provides technical assistance in personnel management to States and localities that are programmatically linked to the agency, subject only to limitations on staff time and travel. Although such services are rendered through the regional offices, in the event that the region is unable to offer assistance every effort will be made to supply the necessary staff from the central office. For further information about the availability of personnel technical assistance, contact the Manpower Development and Training Specialist in the appropriate regional office of the Social and Rehabilitation Service.

Department of Housing and Urban Development

The Department of Housing and Urban development will make its Office of Personnel and its Local Management Assistance Specialists available for personnel technical assistance, depending upon the nature of the problem and the availability of staff.

For information concerning the availability of personnel technical assistance, interested parties should contact the following:

Director, Office of Personnel
451—7th Street, S.W.
Washington, D.C. 20410
Call: (202) 755-5500

They may also contact the nearest regional office of the Department. Addresses and telephone numbers of these offices are listed in the Appendix to the *1974 Catalog of Federal Domestic Assistance.*

Department of Justice (General)

The Department of Justice will make its professional personnel staff and other professional employees available to State and local governments contingent upon the availability of staff and funds.

Requests for personnel assistance should be directed to:

Director
Office of Personnel and Training
Department of Justice
Tenth and Constitution Avenue, N.W.
Washington, D.C. 20530
Call: (202 739-3221

U.S. Marshal's Service (Dept. of Justice)

The United States Marshals Service will make its professional personnel and training staff and other professional employees available to State and local governments contingent upon the availability of staff and funds. If funds are not available, any assistance will be on a reimbursable basis.

Please write or call:
Chief, Personnel and Training
United States Marshals Service
United States Department of Justice
Washington, D.C. 20530
Call: (202) 739-4485

Law Enforcement Assistance Administration (Dept. of Justice)

The Law Enforcement Assistance Administration will make its professional staff available on an advisory basis contingent upon availability of staff. Contact one of the Manpower Specialists whose addresses are listed in the Appendix to the Catalog of Federal Domestic Assistance.

Bureau of Prisons (Dept. of Justice)

The Bureau of Prisons will make its personnel available to State and local governments requesting personnel management technical assistance. However, since staff are limited, assistance can be given on a staff-available basis only.

Please write or call:

Administration
Staff Training & Unit Management Branch
Bureau of Prisons
101 Indiana Avenue, N.W.
Washington, D.C. 20537
202-739-5233

Or the appropriate Regional Office listed below:

Regional Director
Bureau of Prisons
Building #300
Greenbriar Office Park
3500 Greenbriar Parkway, S.W.
Atlanta, Ga. 30331
404-344-9405

Regional Director
Bureau of Prisons
3883 Turtle Creek Blvd.
Dallas, Texas 75219
214-749-1112

Regional Director
Bureau of Prisons
K.C.I. Bank Building
8800 Northwest 112th Street
Kansas City, Mo. 64153
816-243-5680

Regional Director
Bureau of Prisons
Scott Plaza II
Industrial Highway
Philadelphia, Pa. 19113
215-597-3671

Department of Labor

The Department of Labor will generally provide technical assistance on a nonreimbursable basis to State agencies in the employment security system and to State and local agencies operating programs under the Comprehensive Employment and Training Act of 1973 (CETA).

Personnel management technical assistance is available to State employment security agencies, both Employment Service and Unemployment Insurance, directly from the Manpower Administration regional offices, each of which has a State personnel management advisor for this purpose. The national office of the Manpower Administration also has a staff in its Division of State Personnel Management.

The Manpower Administration has arranged for the U.S. Civil Service Commission to provide technical assistance in personnel management to State/local CETA prime sponsors. This assistance will be provided primarily in the areas of establishment of merit-based personnel systems and removal of artificial barriers to employment of the disadvantaged.

State Employment Security agencies and CETA prime sponsors should address all requests for assistance to the appropriate regional office of the Manpower Administration, Department of Labor, as listed in the Appendix of the Catalog of Federal Domestic Assistance. Other inquiries may be addressed to:

Division of State Personnel Management
Manpower Administration
Patrick Henry Building
601 D Street, N.W.
Room 3330
Washington, D.C. 20213

Department of Transportation

It is the policy of the Department of Transportation to provide technical assistance, when feasible, to States and local governments. This assistance will be designed to enhance the availability of high quality, well educated, well trained, and experienced personnel required to manage and operate State and local transportation programs. For these purposes the Departments of Transportation will make available members of its professional personnel staff on a request basis. Each request for assistance will be individually negotiated.

Requests for technical assistance should be directed to:

Director of Personnel and Training
Department of Transportation
400 - 7th Street, SW
Washington, D.C. 20590
Call: (202) 426-4088

Requests involving university research activities may be sent to the Director, University Research Program No. 20.750, Department of Transportation, 400 7th Street, S.W., Washington, D.C. 20590.

Bureau of Alcohol, Tobacco and Firearms (Department of the Treasury)

The Bureau of Alcohol, Tobacco, and Firearms makes available to all bonafide State and local law enforcement agencies assorted criminal investigator training programs. These courses vary from two days to two weeks in duration. Requests will be honored contingent upon the availability of resources and the technical assistance required.

Inquiries about this assistance program should be directed to:

Director
Bureau of Alcohol, Tobacco, and Firearms
Federal Building
1200 Pennsylvania Avenue, NW
Washington, D.C. 20226
Call: (202) 961-7662

U.S. Secret Service (Dept. of the Treasury)

The Secret Service will continue to make its expertise available to States and local governments on a request basis. Restrictions on the availability of personnel technical assistance are related to the mission of the Service, especially the nature of the requests, and the ability of the Secret Service to meet the demands without jeopardizing its own mission.

Inquiries about the availability of personnel assistance should be directed to:

Director
U.S. Secret Service
1800 G Street, NW
Room 921
Washington, D.C. 20226
Call: (202) 964-8201

Other Federal Agencies

In addition to those Federal agencies mentioned above, others may, in fact, provide similar services on an individual basis or for selected personnel problems. Inquiries about the availability of personnel technical assistance directly from any Federal agency should be addressed to the appropriate official listed in the program description in the *1974 Catalog of Federal Domestic Assistance.*

Publications About Technical Assistance

All State, county, city, and other local governmental personnel officers should have available copies of the relevant literature pertaining to the personnel technical assistance available to their jurisdiction under the various Federal grant-in-aid programs. These publications are listed in the program descriptions contained in the *1974 Catalog of Federal Domestic Assistance.*

Whenever possible, grantee departments requiring special services of a State or local personnel department should consult with that department at the earliest possible time to determine if the necessary resources are available. Whenever it seems likely that personnel management technical assistance will be needed from the Federal government in order to administer a program effectively, the potential grantee should include this element in his discussions with the grantor Federal agency. Early notification and resolution of this problem will allow the Federal agency time to allocate its personnel technical assistance resources most effectively.

State and local directors who are fully informed about the State or local government grant activities can better plan to meet the special personnel management needs of each grant by including timely consultation with the State or local operating department director and the Federal agency concerned. This awareness and prior planning on personnel problems can contribute to the success of the basic program.

As a minimum, all State and local personnel directors should have a copy of "Guidelines for State and Local Governments on Technical Assistance in Personnel Management." This publication contains a comprehensive discussion on the technical assistance program of the U.S. Civil Service Commission and a sample copy of the standard agreement form. It is available without charge from the nearest regional office of the U.S. Civil Service Commission. Inquiries should be directed to Chief, Intergovernmental Personnel Programs Divisions. (Names, addresses, and telephone numbers of these individuals appear in Appendix A.)

CHAPTER SIX

Intergovernmental Cooperation in Recruiting and Examining

The U.S. Civil Service Commission's Recruiting and Examining Network

Through ten regional offices, the U.S. Civil Service Commission operates a nationwide recruiting and examining network of sixty-five area offices. The area offices are focal points for announcing and publicizing Federal employment opportunities, conducting and coordinating recruitment, maintaining eligibility lists and talent banks, referring qualified applicants to Federal agencies for job vacancies, and carrying out a variety of public information efforts with regard to the employment and career programs of the Civil Service of the United States.

At least one area office is located in every State. These area offices operate Federal Job Information and Testing Centers (FJITC's) in more than 100 major metropolitan areas. (Toll free telephone information service is available to all of these centers.) The network also provides written test services for Federal job applicants at more than 900 additional cities throughout the country.

Scope of Cooperative Activities and Reimbursable Services

The IPA (Section 204) authorizes U.S. Civil Service Commission cooperation in shared-costs intergovernmental recruiting and examining. It also permits State and local government use of Federal eligibility lists and talent banks on a reimbursable basis.

Recruiting and staffing services available to State and local governments through these arrangements include:

- *Intergovernmental Staffing Systems.* In some occupations and localities, a single examination announcement and eligibility list servicing more than one public jurisdiction may improve recruitment and lower overall staffing expenditures by avoiding duplication. These projects may be locally designed to meet, through joint examining and referral processes, the individual needs of the participating governments. Costs may be shared in dollars or in services. The Commission may assist in both the design and the continuing operation of these systems.
- *Use of Federal Eligibility Lists and Talent Banks.* The Commission's recruiting and examining network has almost universal occupational coverage. The lists may be used as recruiting sources for such varied applicants as experienced administrative, professional, and technical personnel, recent college graduates, technical and administrative aides, and clerical and blue collar workers. The experience and educational background of applicants can be matched to specific job requirements. A particular advantage to State and local users is the capability the system provides to recruit at nominal cost in the national labor market for candidates meeting their own merit and qualifications requirements. Reimbursement is on a per selection basis and currently ranges from approximately $20 to $200, depending on occupation and location.
- *Cooperative Recruiting.* Commission participation in joint and shared-costs programs in recruitment includes such areas as the establishment and operation of intergovernmental job information and testing centers; preparation, publication, and distribution of recruitment materials—pamphlets, brochures, career directories, posters, exhibits, etc.; joint paid advertising; and intergovernmental recruiting activities at educational institutions or other sources of manpower.
- *Cooperative Examining.* This area encompasses a variety of potentially beneficial cooperative shared-costs programs. Commission participation may include such activities as: developing and operating competitive merit examining programs; preparation of rating and ranking criteria and procedures; scheduling, conducting, and monitoring written tests; and contributing to intergovernmental panels for oral examinations or similar techniques. On a more limited basis and depending upon the nature of particular project proposals, the Commission may also participate in cooperative activities involving test development and personnel measurement research.

Financing Cooperative Activities

As no appropriated funds are provided to the Bureau of Recruiting and Examining through the IPA, Commission participation in cooperative arrangements must be supported primarily through cost sharing or reimbursement. Costs may be shared in dollar reimbursement flow among participating jurisdictions, exchange of services, or combinations of both. The grant provisions of the IPA (Title II) pertaining to personnel administration improvement authorize grant funding to States or localities for the purpose of increasing intergovernmental cooperation in a variety of areas including recruiting and examining. These grant monies may be used to support State or local government shares of cooperative projects in the areas noted above.

Program Emphasis and Priorities

Local emphasis is the keystone of the U.S. Civil Service Commission's posture with regard to intergovernmental activities in recruiting and examining. There is no "grand design" looking toward nationwide and uniform procedures. Rather, the focus is on a pragmatic approach to locally identified needs and problems in situations where intergovernmental cooperation may make a constructive contribution. Nationwide systems may be used when they are the best vehicle to meet local needs. Commission involvement in cooperative activities, however, will emphasize diversity, encourage innovative and experimental projects, and maintain a strong local orientation.

State and local government merit statutes and practices, rather than the merit rules which are applicable to Federal employment, may be applied to cooperative projects and reimbursable services received from the Commission. For example, a State or local government using a Federal eligibility list to staff its positions may receive referrals on the basis of its own appointment rules (e.g., "rule of five" instead of the Federal "rule of three"), veterans preference, residence qualifications, or other State or local statutory or regulatory requirements.

In determining priorities and selecting among possible cooperative activities, the Commission will give special consideration to:

- projects involving joint Federal/State/local examination announcements and intergovernmental eligibility lists;
- staffing assistance from Federal eligibility lists and talent banks;
- intergovernmental job information and testing centers;
- opportunities for intergovernmental experimentation with innovative techniques in recruiting and examining; and
- activities which will strengthen, in public employment, the principles of competitive merit staffing and equal employment opportunity.

Priorities for Commission participation in cooperative projects will be determined on the basis of careful assessment of local needs and interests and the overall climate for viable cooperation in particular geographic areas.

Obtaining Further Information

Further information regarding intergovernmental cooperation in staffing may be obtained from managers of the Commission's area offices. These officials may receive and respond to requests for referrals from Federal eligibility lists and discuss proposals for cooperation in other areas. (Area office addresses and telephone numbers are listed in Appendix A of this publication.)

Publications on Cooperative Recruiting and Examining

The following publication describes two successful cooperative projects:

Two Creative Approaches to Serving the Job-Seeking Public. Reprinted from the January-February 1972, issue of the *Civil Service Journal.* (4 pages—no charge)

Copies of this publication may be secured by writing to the nearest regional office of the U.S. Civil Service Commission.

CHAPTER SEVEN

Temporary Assignment of Employees

Purpose of Temporary Assignments of Personnel

Generally, the purposes of the temporary assignment of employees from one jurisdiction to to another are to facilitate interjurisdictional cooperation through the sharing of personnel and to provide additional trained personnel to the various levels of government.

Studies of manpower needs at the State and local levels of government have revealed shortages of trained personnel in many of the professional - technical - administrative categories. These shortages have often worked to the disadvantage of State and local governments in attempting to provide quality services. At the Federal level knowledge about State and local administration of intergovernmental programs is needed to improve the understanding of the Federal administrators of how programs can be tailored to fit the many different administrative environments one finds throughout the Nation today.

To help meet these problems, Title IV of the Intergovernmental Personnel Act of 1970 was enacted. This law permits the temporary assignment of personnel between the Federal government and State and local governments and institutions of higher education in order to: (1) share hard-to-get, trained talent in administrative, technical, and professional fields, (2) provide broad perspectives and varied experience to increase interjurisdictional understanding of mutual problems, (3) meet temporary urgent needs for special skills, or (4) solve special problems.

Who May Participate?

Federal Government Level. All employees of *executive* branch agencies are eligible for a temporary assignment to a State or local government or an institution of higher education. (This includes employees holding non-career, Schedule C or time-limited positions; but agency heads have been instructed to review carefully requests for persons in these categories to insure that the transferee can successfully complete his assignment to a State or local government or institution of higher education before the normal or expected termination of his Federal employment. Federal judicial and legislative branch employees, except for employees of the General Accounting Office, are not eligible for assignment.

State and Local Government Level. While no determination has been made by the Federal government as to which State and local employees are eligible to participate, Federal agencies requesting an employee from such jurisdictions normally expect the employee to be regularly employed by a State or local unit of government.

Institutions of Higher Education. Most requests for temporary assignment employees from institutions of higher education will be from the academic departments. No legal eligibility restrictions are stated, but, as with State and local governmental assignees, consideration should be given to the assured ability of the individual concerned to complete the assignment.

As a general rule, any unit of State or local government is eligible to request a Federal employee on a temporary assignment. This includes the usual State and general local government operating agencies; independent governmental agencies, such as boards or commissions; special or single purpose units of governments, such as independent school districts and public utilities districts; regional boards and commissions; and inter-State authorities. The test is whether or not the organization is an official governmental agency or an agency which represents units of State or local government.

Included in the category of institutions of higher education are private, as well as public educational institutions; and junior colleges, as well as four-year institutions.

If there is any question about whether a State agency, a political subdivision, instrumentality, an authority, an educational institution, a non-profit organization, or an employee qualifies for participation in this program, the question should be referred to the U.S. Civil Service Com-

mission for a decision. Inquiries should be directed to:

Director
Office of Faculty Fellows and Personnel Mobility
Bureau of Intergovernmental Personnel Programs
U.S. Civil Service Commission
1900 "E" Street Northwest
Washington, D.C. 20415
Call: (202) 254-7316

Finding a Suitable Federal Employee

State or local governments can initiate action under this program by identifying a specific problem or a program that needs strengthening, where the temporary assignment of a Federal employee with the needed skills would contribute significantly to resolving the problem.

A representative of the State or local government should then contact the Federal agency that is: (1) most likely to share its concern in solving that problem or strengthening that program; and (2) most likely to have personnel with the special skills required. This contact should be made through the same channels that the State or local government normally uses in its dealings with the particular Federal agency on other matters. If desired, a mobility request may be made more formally by the mayor, county executive, or Governor to the regional director of the Federal agency field installation, or to the head of the agency in Washington, D.C.

Although the identification of the program specialists needed and the Federal agency to be approached may be relatively simple (e.g., an agricultural specialist is most likely to be requested from the Department of Agriculture), in other cases the point of contact may not be as clear. This may be especially true in obtaining specialists in the "core management" occupational categories, such as financial managers, personnel specialists, computer system analysts, and other occupational specialties which are fairly common throughout the Federal government.

In these cases the initial contacts can be made with the nearest regional or area office of the U.S. Civil Service Commission. (A list of the addresses of these offices can be found in Appendix A.) The Civil Service Commission representatives will then either: (1) advise on where the most appropriate contacts may be made; or (2) submit the request to the nearest Federal Executive Association, Federal Executive Board, or Federal Regional Council in order to locate a suitable employee for the mobility assignment. If a Federal Executive Board, Executive Association, or Regional Council is located in or near the requesting State or unit of local government, that jurisdiction may wish to develop direct contacts with such an organization. If any difficulties are still encountered in the initial search for a proper skill category, the Civil Service Commission should be contacted for assistance.

Conditions of the Assignment

There are a number of elements to be weighed when a mobility assignment is requested. The following considerations should be included in any formal agreement reached between the officials of the negotiating agencies:

1. *Exchange of Employees.* This is *not* a program which requires a one-to-one swap of employees. State or local governments may accept a Federal employee without sending one of their own employees on a Federal assignment, and vice versa.
2. *Duration.* The law permits temporary assignments of up to two years, with an additional two-year extension, but the actual duration should be determined in light of the problem to be solved or the need to be met. In some cases, this may take only a few weeks; in rare cases, it may be necessary to extend the term beyond two years. For some problems, a part-time or intermittent assignment may be the best approach. The demands of the problem should determine the length of the assignment.
3. *Cost Apportionment.* There are several major cost factors to be considered. These include the apportionment of the assignee's salary, fringe benefits, and travel costs.
   a. *Salary.* The manner in which salary costs of a Federal employee are shared or assumed will often be affected by the extent to which the Federal agency's own mission would be directly supported, or the extent to which the general national interest would be served by the assignment. The precise nature of the sharing will be negotiated.
   b. *Fringe Benefits.* Federal employees, whether on leave without pay or on detail during a temporary assignment, retain all fringe benefits if they elect to retain them, and if they continue to make the necessary payments to maintain coverage. If a Federal employee elects to take a State or local fringe

benefit, however, he loses the comparable Federal benefit. As with salary costs, the sharing of the fringe benefit costs of the assignee is determined by negotiation, subject only to the condition that the Federal employee may not lose any guaranteed benefits.

c. *Travel Costs.* Generally, the travel costs and transportation of household goods to the point of temporary assignment and return will be shared, but the law permits full reimbursement by either party to the agreement. Since these are temporary assignments, there is no provision for paying the costs of selling a house. As with the other expenses inherent in a temporary assignment, details and cost-sharing are negotiated.

4. *Employee Rights.* A Federal employee, whether detailed or on leave without pay to a State or local government, remains a Federal employee. As such, he retains all rights and benefits. These include position security, promotion eligibility, retirement credit, and fringe benefit eligibility. In addition, the employee must consent to any assignment.

5. *Written Agreements.* Every employee assignment will be covered by a written agreement negotiated between the Federal agency sending the employee and the State or local government receiving the employee, or vice versa. The written agreement will spell out and assure complete understanding of the rights and responsibilities of each of the parties involved in the assignment; the conditions and duration of the assignment; in what proportion each agency bears the payroll, leave, and transportation expenses; and other pertinent matters. The specific content of each agreement will vary according to the nature of the assignment and the arrangements negotiated for it.

6. *Assignments to Institutions of Higher Education.* Temporary assignments of Federal employees to institutions of higher education, like temporary assignments to State or local governments, are intended to involve work of mutual concern to the Federal agency and the educational institution. These assignments are not for the purpose of assisting the employee to obtain an advanced degree. The institution of higher education will assure the Federal agency that the employee will be assigned to duties that would comprise a full normal academic or administrative assignment. Part-time assignments would not warrant the maintenance of full salary.

7. *Rosters of Federal Employees Interested in Assignments.* There is no central roster of Federal employees interested in or available for temporary assignments. Individual Federal agencies have been encouraged to develop and maintain lists of eligible employees, but this action is entirely at the discretion of the agency concerned. The U.S. Civil Service Commission does not maintain a central roster of Federal employees available for such an assignment. However, as indicated earlier, the Commission will advise any State or local government of Federal agencies that should be contacted to negotiate for a Federal employee with particular skills.

8. *Quality of Employee.* Federal agency heads have been encouraged to make their best employees available for temporary assignments to States and local governments.

The discussion above has been conducted primarily from the standpoint of the Federal employee, although it also applies to State and local employees on assignment to a Federal agency. From time to time Federal agencies will have the need for skilled employees with State or local program experience. They have and will continue to request the transfer of these persons to Federal agencies on temporary assignments.

Because there are so many variations in State and local personnel laws, it is impossible to be as precise about the conditions of transfer as it is with the Federal employee. Generally speaking, however, the conditions governing these transfers are as close as possible to those guiding the assignment of Federal employees to States and local governments.

Assignments of State and local employees to Federal agencies can be initiated through the same channels that the State or local agency would use to obtain a Federal transferee. If this proves difficult, the appropriate State or local official should contact the nearest regional office of the U.S. Civil Service Commission for assistance.

Publications on Temporary Assignments

The following publications will be useful in describing the mobility program in more detail and in discussing the various procedures that will guide a transfer assignment:

Guidelines on Personnel Mobility for State Governments, Local Governments, and Institutions of Higher Education. BIPP 152–2, U.S. Civil Service Commission, June 1971. Discusses the assignment procedures of the mobility program; contains copies of the mobility agreement, Optional Form 69, and Title V, Code of Federal Regulations, Chapter 1, Subchapter B, governing the temporary assignment of federal employees.

Locating Federal Talent, BIPP-39, January 1974. Identifies which Federal agencies employ persons in various occupational categories and provides the address and phone number of the central office contact point for discussing the possibility of a mobility assignment.

Questions and Answers About Intergovernmental Assignments, BIPP-15, February 1974. Answers the most frequently asked questions about the mobility program. Gives an overview of how the program operates.

These publications are available without charge by writing or calling the appropriate regional office of the U.S. Civil Service Commission. Please address all inquiries to: Chief, Intergovernmental Personnel Programs Division. (A list of these officials, with addresses and telephone numbers will be found in Appendix A.)

CHAPTER EIGHT

Research in Personnel Management, Training, and Manpower Development

Introduction

State and local agencies concerned with manpower problems are often hindered by a lack of reliable knowledge or by the unavailability of qualified personnel to perform much-needed research in problem areas. Even where skilled manpower analysts might be available, the time required to develop research proposals and carry out the investigations cannot be spared. Yet, any comprehensive approach to the problems of staffing and training State and local employees in the number of skills required for the proper management of the public sector includes a manpower research component.

State and local officials are sometimes unaware of the fact that there are several Federal programs which underwrite most of the costs of certain kinds of manpower analysis and manpower research. Even though the majority of these programs are directed toward university operations and individual researchers, if State or local officials would make their needs known to the appropriate college or university department, in all likelihood some type of cooperation could be arranged which would benefit both parties. In most instances all that is required is a recognition of the need for research and the availability of funds. This can lead to permanent arrangements between the universities and State or local governments which would be beneficial to both, as manpower problems become increasingly significant.

Types of Manpower Research Support Available

There are several sources of support for manpower research,—Federal grants for manpower research, manpower research as an element of a comprehensive grant, and direct agency support for individual manpower projects. The grantee is usually one of three different types—organizational sub-units of colleges and universities, units of State or local government, or individual researchers.

In the listing below, those programs which are included in the *1974 Catalog of Federal Domestic Assistance* are generally identified only by the program number and title. Additional information about the grant may be obtained from the *Catalog.* Other programs are described in somewhat more detail, but in all cases the specifics of eligibility, procedure, funding level, and other pertinent information may be obtained by writing or calling the individual office listed in the description of the program.

Grant Programs for Manpower Research and Analysis

	Program Number	Program Title
Manpower—General:	17.218	**Manpower Research—Doctoral Dissertation Grants (Small Grants)**
	17.219	**Manpower Institutional Grants**
	17.221	**Manpower Research—Small Grants Projects**
	17.233	**Manpower Research and Development Projects**

Grant Programs which may Include Manpower Research

Law Enforcement:	16.505	**Law Enforcement Research and Development—Graduate Research Fellowship**
	16.507	**Law Enforcement Research and Development—Project Grants**
Transportation:	20.205	**Highway Research, Planning and Construction**
	20.503	**Urban Mass Transportation Managerial Training Grants**
	20.750	**Program of University Research (PUR)**

Agency Supported Manpower Research

Environmental Protection Agency

Although the Environmental Protection Agency does not contemplate supporting individuals or institutions outside of its own organization for research in personnel management or training, the agency will be supporting some manpower assessment projects which will develop data on the national supply and demand for manpower in the pollution abatement and control employment categories.

For further information, contact:

Director, Office of Education and Manpower Planning
Environmental Protection Agency, PM-210
401 M Street, S.W.
Room 1025
Waterside Mall, West Tower
Washington, D.C. 20460

Social and Rehabilitation Service—DHEW

The Agency will support research projects in the area of manpower development and utilization that are programmatically related to agency goals.

Of particular interest would be projects related to the development and utilization of a full range of manpower, including subprofessionals and volunteers deployed in innovative service delivery systems which will enhance service to client groups and/or provide for more efficient utilization of available resources. Program areas to which such studies might relate could include: community services, rehabilitation services, services relating to Medicaid programs, or some combinations of the above.

Research is sponsored on the basis of an identified need for information to overcome programmatic constraints. It may be short term or long term depending on the complexity of the problem addressed.

Initial inquiry should be directed to the Associate Commissioner for Planning, Research, and Evaluation; Social and Rehabilitation Service, Mary E. Switzer Building, 330 C Street, SW, Washington, D.C. 20201.

CHAPTER NINE

Universities and Educational Institutions—Programs Supporting Training, Manpower Development, and Personnel Management

Introduction

Universities and colleges have long been active in securing Federal financial assistance for a wide variety of purposes—academic programs, research, physical plant, and scholarships and fellowships for graduate and undergraduate study. In addition, institutions of higher education have participated in the training and development of State and local government employees through regular academic programs and through specialized training. Sometimes overlooked in this process is the fact that those institutions which are State-supported may also be eligible for inclusion in Federal grants which assist the States and localities in improving personnel management, training employees, and in other ways developing skilled manpower for public sector employment.

The degree to which colleges and universities utilize this assistance is dependent largely upon the awareness of their administrative officials and the amount of effort exerted in having educational organizations included in State programs.

This chapter discusses the specific applicability of the provisions of the Intergovernmental Personnel Act of 1970 (IPA) to colleges and universities and the availability of Federal assistance related to public personnel management, training, manpower development, and research.

The Intergovernmental Personnel Act and Institutions Of Higher Education

The assistance authorized by the Intergovernmental Personnel Act of 1970 is intended among other things, to improve the personnel management systems and the skills of the employees of States and local governments. It is not primarily directed to the institutions of higher education in the country, except as these organizations are components of a State or local government or as their resources can be mobilized to assist in achieving the goals of the legislation. Because of the focus of the Act, participation by colleges and universities will usually be as subcontractors, or as advisory resources in an overall State plan or local program. Since the scope of the legislation is broad, however, there are one or two benefits for which institutions of higher education are independently eligible.

For the purposes of differentiating among the benefits for which colleges and universities are eligible and evaluating the role any specific college or university can play in utilizing the IPA, the programs applicable to institutions of higher education are divided into the following categories: (1) the grant program; (2) the government fellowship program; (3) transfer of personnel; and (4) personnel technical assistance.

The IPA Grant Program. The purposes of the grant provisions of IPA are "to assist" State and local governments to strengthen their staffs by improving their personnel administration" (Section 201), and "to strengthen the training and development of State and local employees and officials, particularly in professional, administrative, and technical fields" (Section 301). Under these provisions, two separate types of grant funds have been established—"formula" and "discretionary."

Eighty percent of the IPA grant funds are allocated to the States and their major units of local government on the basis of a formula which takes into consideration the number of public service employees and the total State population. The Governor of each State is authorized to designate a State office having primary responsibility for developing a State government plan or a statewide plan in consultation with local governments. Local governments may apply independently or cooperatively for grants, or as indicated above, all of the eligible local governments can join with the State government and submit a State-wide plan. Within this framework, institutions of higher education have participated either directly or indirectly in the Intergovernmental Personnel Act grant program. The most intensive level of activity is found at the Universities of Maine and Indiana, where the schools of public affairs have been designated by the respective Governors as the administering agencies for the IPA grant program. As the State designee, each university has the responsibility for coordinating the entire State IPA program. Since all States have already designated the proper coordinating office for the IPA grant program, there is little immediate

likelihood that institutions of higher education in other States would be selected to function in this capacity. However, the Maine and Indiana examples indicate that universities can play a direct and important role in the IPA grant program.

In any event, institutions of higher education can serve as subgrantees and as contractors to State or local government grantees. Examples of the former category are the University of California, Los Angeles; Cornell University; and the University of Tennessee, each of which has been allotted a part of the statewide funds to pursue organizational development projects and public sector management training programs for local governments in the State. In other State and local government IPA programs, colleges and universities are providing training and other forms of personnel management assistance to States and local governments as contractors under a State or local program.

A third, and perhaps the most independent role for the institution of higher education, can be found under the training provisions of the IPA (Title III). Here, institutions of higher education are classified as "other organizations," and as such are eligible to apply directly to the U.S. Civil Service Commission for grants from discretionary funds for training. Two universities, the University of Georgia and the University of Missouri, have received direct training grants under this title of the law. Applications made under this provision must contain evidence that State and local governments have requested the program for which IPA funds are being sought. If colleges and universities feel that they can provide needed services, applications for training funds should be made. If applications are submitted, they must be forwarded to the Governor or other jurisdictional chief executive or designee for review and comment prior to submission to the U.S. Civil Service Commission. (A list of State designees is found in Appendix B to this guide.)

In any of the circumstances described in the preceding paragraphs, except that of serving as a contractor, matching requirements (25 percent) are applicable, as are the other administrative provisions of the law. This does not mean that the educational institution need always provide the matching funds itself; they may come from almost any non-Federal source.

Government Service Fellowships. Under Section 305 of the Intergovernmental Personnel Act, the Commission is authorized to make grants *to States and local governments* for fellowships for State and local personnel. These grants may cover one-fourth of the recipient's salary; and the total cost of books, travel, tuition, fees, deposits and other related expenses, consistent with prevailing practices under comparable Federal educational programs. This support is intended for the improvement of professional, administrative, and technical personnel; will probably be used for graduate study; and can continue for up to two years. In all cases the recipient of the fellowship is selected by the State or local government grantee—not the college, university, or the U.S. Civil Service Commission. The funding for the fellowship program is usually derived from the State or local share of the formula funds, although support from discretionary money is also possible.

Since the State or local government is appointing and supporting the fellow, the college or university selected for study would already be providing the type of advanced education that has an immediate applicability to public service needs or it would be expected to develop an educational program from its own resources that would meet the specific needs of the sponsoring State or local government. If any institution of higher education feels that it has, or can develop, the capacity to provide this type of training and education, it should contact the appropriate State and local officials to discuss its participation in this part of the IPA Program.

Transfer of Personnel. Colleges and universities are eligible to participate independently in the transfer of personnel provisions of the IPA. All institutions of higher education, including private colleges and universities, may request the assignment of Federal executive agency personnel to their institutions for periods of time not exceeding two years. Persons so recruited may serve in faculty, administrative, or research positions. This provision has a great potential in making scarce skills available for various higher educational purposes.
(For a more detailed discussion of the mobility provisions, please consult Chapter Seven of this publication.)

Personnel Technical Assistance. Under Section 205 of the Intergovernmental Personnel Act, the U.S. Civil Service Commission is authorized to provide reimbursable and nonreimbursable technical assistance in personnel management. Those institutions of higher education which are agencies of State or general purpose local governments are also eligible for this type of assistance.

Applications for such technical assistance should be made through the normal State or local government organizational channels. If, for example, a State college or university personnel

system is a direct and integral part of the State personnel system, problems calling for technical expertise should be discussed with the relevant State officials before assistance is requested from the U.S. Civil Service Commission. If the university personnel system is independent of other State personnel systems, applications may be made directly to the U.S. Civil Service Commission, but the appropriate State official should be notified of the request.

(For further information on personnel technical assistance, see Chapter Four above.)

General. With the exception of direct training grants and direct participation in the personnel exchange program, college and university involvement in IPA activities will usually be achieved through State or local sponsorship. Therefore, those institutions of higher education wishing to participate in the IPA program should do so through cooperation with appropriate State and local officials. In many instances, this will mean that college and university administrators must take the initiative in contacting the appropriate State and local officials to indicate how their institutions can assist the State and local governments in meeting the challenges and problems inherent in the development of sound public personnel management systems and good public employee training programs.

Personnel Management, Training, and Manpower Development Assistance Available to Institutions of Higher Education and to Students and Researchers

There are a number of Federal assistance programs which aid colleges and universities in developing trained manpower in public sector employment categories, especially in administrative, professional and technical skills; support colleges and universities either directly or indirectly for the short-term training of public officials and employees; subsidize, either partially or totally, research in personnel related fields; or provide monetary support to individuals either for tuition and related costs of education, or for research in manpower problems.

Explanation of Format. The programs listed below are categorized according to the type of aid given, the type of organization eligible to receive the assistance, and the functional focus of the aid. Thus, assistance to colleges and universities is divided into the following categories: (1) assistance for academic public manpower development programs; (2) assistance for the training of public officials and employees; (3) assistance to individuals for manpower research; and (4) educational support for individuals.

Following the general format of this guide, the programs listed below which are described in the *1974 Catalog of Federal Domestic Assistance*, are generally cited by program number and title only. Readers should refer to the *Catalog* for a more complete description of the program. Assistance which is not listed in the *Catalog* is briefly described, accompanied by the titles, addresses, and telephone numbers of relevant officials where further information about the program can be found.

Programs Not Included. There are approximately fifty (50) medical assistance programs, administered by the Department of Health, Education and Welfare which are not included in the listing below. Although the support given under these programs is important in the development of medical and related skills for doctors, dentists, veterinarians and related medical categories which are utilized by States and local governments, this assistance is usually given to individuals wishing to pursue advanced studies and is widely known within the various professional medical associations. Financial support is also available for certain programs which are related to the academic preparation of students in general subject matter areas and in the field of education. However, the agencies administering these programs felt that the applicability of these aids was too marginal to public sector employment categories to be included in this publication. Interested parties are urged to examine the listings in the *1974 Catalog of Federal Domestic Assistance* under the National Science Foundation (Category 41) and Department of HEW, Office of Education (Categories 13.400-13.550) for descriptions of such programs with academic relevance.

(1) Assistance to Colleges and Universities for the Support of Academic Public Manpower Programs

Federal support for comprehensive educational programs related to public sector professional employment categories is limited to certain functional areas. The programs listed below include assistance for program development, faculty salaries, administrative expenses, and in some programs, student fellowships.

	Program Number	Program Title
Public Health—Comprehensive Health:	13.370	**Schools of Public Health—Grants (Hill-Rhodes Grants)**
Transportation:	20.502	**Urban Mass Transportation Grants for University Research and Training (URT Program)**
	20.750	**Program of University Research (PUR)**

(2) Assistance for the Training of Public Officials and Employees

Universities and colleges are eligible for several grant programs which support the training of public officials and employees. Training, as distinguished from education, is usually of the short-course variety, seldom, if ever, leading to degrees. Participants are not required to have reached some specified level of formal educational achievement; they are eligible for the training by virtue of holding public office or employment; and no academic credit is given for participation in the program. Although a State or local agency may determine the eligibility of the participants, in all cases the support for the program is given to a college or university as the principal training agent. The programs listed below are of this type

	Program Number	Program Title
Education:	47.032	**Instructional Improvement Implementation (Higher Education) (Ethnic minority projects; Pre-service teacher education; Alternatives in higher education)**
	47.033	**Science Education Materials and Instruction Development (Higher Education) (Science course improvement; Alternative degree programs; Continuing education; Technical education)**
Juvenile Delinquency:	13.610	**Youth Development and Delinquency Prevention**
Law Enforcement:	16.504	**Law Enforcement Education Program—Student Financial Aid (LEEP)**
	16.507	**Law Enforcement Research and Development—Project Grants**
	16.511	**Law Enforcement Assistance—Educational Development**
	16.512	**Law Enforcement Internship Program**

PROGRAM DESCRIPTION. The Law Enforcement Internship Program is designed to give students enrolled in law enforcement education programs an opportunity to obtain work experiences with criminal justice agencies during a summer recess, or during any quarter or semester that they are on leave from a degree program. A grant of $50 per week for not less than eight weeks can be authorized.

ELIGIBILITY. Only institutions of higher education may apply. Institutions must be LEEP participants. Individual applicants must apply through the college or university administering the program.

INFORMATION CONTACTS. For further information, eligible colleges and universities should write to the nearest appropriate regional office of the Law Enforcement Assistance Administration. The addresses and telephone numbers of these offices are listed in the Appendix to the 1974 Catalog of Federal Domestic Assistance.

Manpower Development:	17.219	**Manpower Research—Institutional Grants**
	17.221	**Manpower Research Project Grants (Small Grants)**
	17.233	**Manpower Research and Development Projects**
Pollution—Air:	66.003	**Air Pollution Manpower Training Grants**
Pollution—Water:	66.428	**Water Pollution Control—Professional Training Grants**
	66.429	**Water Pollution Control—Technical Training Grants**
Public Assistance:	13.724	**Public Assistance—State and Local Training**
Transportation:	20.503	**Urban Mass Transportation Managerial Training Grants**

(3) Grants to Individuals for Research in Personnel Management, Training, and Manpower Development

Support of various types for research in personnel related fields is also available to individuals, faculty members, students, and independent researchers. Grants of this type are usually made directly to the individual, although in some cases a college or university must be ad-

ministering a particular program in conjunction with the research.

Some Federal agencies will support research by individuals or institutions on an ad hoc project basis. Where this type of support is available, the agency will negotiate the amount of subsidy with the individual or institutional applicant. In all cases the project must be specifically related to the needs of the sponsoring agency.

	Program Number	Program Title
Manpower—General:	17.218	**Manpower Research—Doctoral Dissertation Grants (Small Grants)**

Social and Rehabilitation Service—DHEW. The agency will support research projects in the area of manpower development and utilization that are programmatically related to agency goals.

Of particular interest would be projects related to the development and utilization of a full range of manpower, including subprofessionals and volunteers deployed in innovative service delivery systems which will enhance services to client groups and/or provide for more efficient utilization of available resources. Program areas to which studies might relate could include community services, rehabilitation services, services relating to Medicaid programs, or some combinations of the above.

Research is sponsored on the basis of an identified need for information to overcome programmatic constraints. It may be short term or long term depending on the complexity of the problem addressed.

Initial inquiry should be directed to the Associate Commissioner for Planning, Research, and Evaluation; Social and Rehabilitation Service, Mary E. Switzer Building, 330 C Street, S.W., Washington, D.C. 20201.

(4) Educational Support for Individuals in Public Sector Career Related Employment Categories

There are several programs, varying in objectives, type of support, amount of support, and applicant eligibility which subsidize students and others in the pursuit of professional training and development in public sector employment categories.

Usually the support is given directly to the individual, although in some instances the academic institution (in one case, a State or local government) in the administration of a comprehensive program is allowed to devote a portion of the funds to fellowships and other forms of individual support.

The following programs are included in this category:

	Program Number	Program Title
General Government:	27.012	**Intergovernmental Personnel Grants**
Law Enforcement:	16.504	**Law Enforcement Education Program — Student Financial Aid (LEEP)**
Public Assistance:	13.724	**Public Assistance—State and Local Training**
Transportation:	20.503	**Urban Mass Transportation Managerial Training Grants**

Further Information About These Programs

Individuals interested in further information about any of the programs listed in this chapter should consult the *1974 Catalog of Federal Domestic Assistance*. The names, telephone numbers, and addresses of the appropriate program officials are listed in each program description.

Appendix A

Regional Office Contacts

U. S. Civil Service Commission
Regional Intergovernmental Personnel Programs *

Regions, Headquarters and Phone Numbers	Area Served
Atlanta Region Chief, IPP Division 1340 Spring St., N.W. Atlanta, Ga. 30309 404-526-2448	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
Boston Region Chief, IPP Division John W. McCormack Post Office & Courthouse Boston, Mass. 02109 617-223-6835	Connecticut, Maine, Vermont, Rhode Island, New Hampshire, Massachusetts
Chicago Region Chief, IPP Division Federal Office Building 230 S. Dearborn St. Chicago, Ill. 60604 312-353-5262	Illinois, Indiana, Ohio, Michigan, Minnesota, Wisconsin
Dallas Region Chief, IPP Division 1100 Commerce St. Dallas, Texas 75202 214-749-1907	Arkansas, Louisiana, Texas, New Mexico, Oklahoma
Denver Region Chief, IPP Division Building 20 Denver Federal Center Denver, Colo. 80225 303-234-4047	Colorado, Montana, Utah, North Dakota, South Dakota, Wyoming
New York Region Chief, IPP Division New Federal Bldg. 26 Federal Plaza New York, N.Y. 10007 212-264-4612	New Jersey, New York, Puerto Rico, Virgin Islands
Philadelphia Region Chief, IPP Division William H. Green, Jr. Federal Building 600 Arch St. Philadelphia, Pa. 19106 215-597-9125	Delaware, Pennsylvania, West Virginia, Virginia, Maryland
St. Louis Region Chief, IPP Division 1256 Federal Bldg. 1520 Market St. St. Louis, Mo. 63103 314-425-4941	Iowa, Kansas, Missouri, Nebraska
San Francisco Region Chief, IPP Division Federal Bldg., Box 36010 450 Golden Gate Ave. San Francisco, Calif. 94102 415-556-1190	Arizona, California, Hawaii, Nevada, Guam, American Samoa, Trust Territory
Seattle Region Chief, IPP Division B-085 Federal Office Bldg. 909 First Ave. Seattle, Wash. 98104 206-442-0464	Alaska, Idaho, Oregon, Washington

* For additional information regarding programs listed in this publication, or persons in other Federal agencies to contact for such information, please call the appropriate U.S. Civil Service Commission Regional Office or refer to Appendix IV of the 1974 Catalog of Federal Domestic Assistance.

U. S. Civil Service Commission
Regional Training Centers

Regional Training Center	Area Served
Atlanta Region Regional Training Center Director Atlanta Region U.S. Civil Service Commission 1340 Spring St., NW Atlanta, Georgia 30309 404-526-3837	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee
Boston Region Regional Training Center Director Boston Region U.S. Civil Service Commission Post Office and Courthouse Bldg. Boston, Massachusetts 02109 617-223-2569	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
Chicago Region Regional Training Center Director Chicago Region U.S. Civil Service Commission 230 S. Dearborn Street, 29th floor Chicago, Illinois 60604 312-353-8688	Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin
Dallas Region Regional Training Center Director Dallas Region U.S. Civil Service Commission 1100 Commerce Street Dallas, Texas 75202 214-749-7302	Arkansas, Louisiana, New Mexico, Oklahoma, and Texas; Swan Islands; Panama Canal Zone
Southwest Intergovernmental Training Center U.S. Civil Service Commission Hemisfair Plaza 643 E. Durango Plaza San Antonio, Texas 78205 512-225-4523	Albuquerque, New Mexico; El Paso, Houston and San Antonio, Texas; New Orleans, Louisiana
Denver Region Regional Training Center Director Denver Region U.S. Civil Service Commission Building 20 Denver Federal Center Denver, Colorado 80225 303-234-2304	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
National Indian Training Center P.O. Box 66 Brigham City, Utah 84302 801-723-8591 (Coml) 801-723-4331 (FTS)	Nationwide
New York Region Regional Training Center Director New York Region U.S. Civil Service Commission Federal Building 26 Federal Plaza New York, New York 10017 212-264-0460	New Jersey, New York, Puerto Rico, and Virgin Islands

U. S. Civil Service Commission Regional Training Centers

Regional Training Center	Area Served
Philadelphia Region Regional Training Center Director Philadelphia Region U.S. Civil Service Commission Federal Building 600 Arch Street Philadelphia, Pennsylvania 19106 215-597-4442	Delaware, Maryland (except Charles, Montgomery and Prince Georges Counties), Virginia (except Alexandria, Fairfax, and Falls Church Cities; Arlington, Fairfax, Loudon, and Prince William Counties), West Virginia, and Pennsylvania.*
Seattle Region Regional Training Center Director Seattle Region U.S. Civil Service Commission 3079 Federal Office Bldg. Seattle, Washington 98104 206-442-1719	Alaska, Idaho, Oregon, and Washington
San Francisco Region Regional Training Center Director San Francisco Region U.S. Civil Service Commission Federal Building, Box 36010 450 Golden Gate Avenue San Francisco, California 94102 415-556-5738	Arizona, California, Hawaii, Nevada, and the Pacific Overseas Area
St. Louis Region Regional Training Center Director St. Louis Region U.S. Civil Service Commission 1256 Federal Building 1520 Market Street St. Louis, Missouri 63103 314-425-4274	Iowa, Kansas, Missouri, and Nebraska

* Maryland counties and Virginia cities and counties in the Washington, D.C., Metropolitan Area are served by the Training Centers in the central office of the U.S. Civil Service Commission.

Executive Seminar Centers

Berkeley Executive Seminar Center
U.S. Civil Service Commission
2440 Bancroft Way
Berkeley, California 94704
415-486-3412 (FTS and Coml.)

Kings Point Executive Seminar Center
U.S. Civil Service Commission
c/o U.S. Merchant Marine Academy
Kings Point, New York 11024
516-482-8343 (FTS)
516-487-4500 (Coml)

Oak Ridge Executive Seminar Center
U.S. Civil Service Commission
Broadway and Kentucky Avenues
Oak Ridge, Tennessee 37830
615-483-4708 (FTS)
615-482-4933 (Coml)

Federal Executive Institute

Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903
804-296-1295 (FTS)
804-296-0181 (Coml)

Area Offices of the U. S. Civil Service Commission

Please Contact U.S. Civil Service Commission Area Managers Located in the Following Area Offices.

City	Address	Telephone
ATLANTA REGION		
Huntsville Area Office	Southerland Building 806 Governors Drive, SW Huntsville, Alabama 35801	205-453-5050
Mobile Area Office	107 St. Francis Street Mobile, Alabama 36602	205-690-2121
Orlando Area Office	3101 Maguire Blvd. Orlando, Florida 32803	305-894-3772
Atlanta Area Office	Federal Office Building 275 Peachtree Street, NE Atlanta, Georgia 30303	404-526-4588
Macon Area Office	Federal Building 451 College Street Macon, Georgia 31201	912-743-2403
Louisville Area Office	600 Federal Place Louisville, Kentucky 40202	502-582-5345
Jackson Area Office	802 North State Street Jackson, Mississippi 39201	601-948-2597
Raleigh Area Office	Federal Office Building P.O. Box 25069 Raleigh, North Carolina 27611	919-755-4360
Charleston Area Office	Federal Office Building 334 Meeting Street Charleston, South Carolina 29403	803-577-4283
Memphis Area Office	167 North Main Street Memphis Tennessee 38103	901-534-3958
BOSTON REGION		
Hartford Area Office	Federal Building 450 Main Street Hartford, Connecticut 06103	203-244-2337
Augusta Area Office	611 Federal Building Augusta, Maine 04330	207-622-6269
Boston Area Office	P.O. and Courthouse Bldg. Boston, Massachusetts 02109	617-223-6240
Portsmouth Area Office	Federal Building Portsmouth, New Hampshire 03801	603-436-7762
Providence Area Office	Federal Building—Kennedy Plaza Providence, Rhode Island 02903	401-528-4447
Burlington Area Office	Federal Building Burlington, Vermont 05401	802-862-6259
CHICAGO REGION		
Chicago Area Office	219 South Dearborn St. Chicago, Illinois 60604	312-353-5140
Indianapolis Area Office	46 East Ohio St., Room 123 Indianapolis, Indiana 46204	317-633-8870
Detroit Area Office	114 West Lafayette Street Detroit, Michigan 48226	313-226-6953

City	Address	Telephone
Twin Cities Area Office	Federal Building, Room 196 Fort Snelling Twin Cities, Minnesota 55111	612-725-4435
Cleveland Area Office	1240 East Ninth Street Cleveland, Ohio 44199	216-522-4882
Dayton Area Office	40 West Fourth Street Room 600 Dayton, Ohio 45202	513-461-5545
Milwaukee Area Office	161 West Wisconsin Avenue Milwaukee, Wisconsin 53203	414-224-3761
DALLAS REGION		
Little Rock Area Office	Federal Office Building Room 3305 700 West Capitol Avenue Little Rock, Arkansas 72201	501-378-5843
New Orleans Area Office	Federal Building 610 South Street New Orleans, Louisiana 70130	504-527-2768
Albuquerque Area Office	421 Gold Avenue Albuquerque, New Mexico 87101	505-776-2906
Oklahoma City Area Office	210 N.W. 6th Street Oklahoma City, Oklahoma 73102	405-231-4611
Dallas Area Office	1100 Commerce Street 6th Floor Dallas, Texas 75202	214-749-3935
El Paso Area Office	411 North Stanton El Paso, Texas 79901	915-543-7420
Houston Area Office	702 Caroline Street Houston, Texas 77002	713-226-5505
San Antonio Area Office	643 E. Durango Street San Antonio, Texas 78205	512-225-4344
DENVER REGION		
Denver Area Office	U.S. Post Office Building 18th & Stout Streets Denver, Colorado 80202	303-837-3716
Helena Area Office	130 Neill Avenue Helena, Montana 59601	406-442-3388
Fargo Area Office	657-2nd Avenue North Fargo, North Dakota 58102	701-237-5363
Rapid City Area Office	Federal Building 515 9th Street Rapid City, South Dakota 57701	605-348-1261
Salt Lake City Area Office	135 South State Street Salt Lake City, Utah 84111	801-524-5772
Cheyenne Area Office	1805 Capitol Avenue Cheyenne, Wyoming 82001	307-778-2108
NEW YORK REGION		
Newark Area Office	970 Broad Street Newark, New Jersey 07102	201-645-2608

City	Address	Telephone
New York City Area Office	26 Federal Plaza New York, New York 10007	212-264-0433
Syracuse Area Office	301 Erie Boulevard West Syracuse, New York 13202	314-473-5650
Puerto Rico Area Office	PAN AM Building 255 Ponce De Leon Avenue Hato Rey, Puerto Rico 00917	Call for Washington Operator on: 202-907-1221 Then ask for: 809-622-0309
PHILADELPHIA REGION		
Wilmington Area Office	Federal Office Building 844 King Street Wilmington, Delaware 19801	302-571-6289 Ext. 540
Baltimore Area Office	Federal Building Lombard Street and Hopkins Place Baltimore, Maryland 21201	301-962-3222
Philadelphia Area Office	Federal Building 600 Arch Street Philadelphia, Pennsylvania 19106	215-597-7671
Pittsburgh Area Office	Federal Building 1000 Liberty Avenue Pittsburgh, Pennsylvania 15222	412-644-2758
Norfolk Area Office	Atlantic National Bank Building 415 St. Paul's Boulevard Norfolk, Virginia 23510	804-441-6373
Charleston Area Office	Federal Building 500 Quarrier Street Charleston, West Virginia 25301	304-343-1340
ST. LOUIS REGION		
Des Moines Area Office	New Federal Building 210 Walnut Street Des Moines, Iowa 50309	515-284-4547
Wichita Area Office	120 S. Market Street Wichita, Kansas 67202	316-267-6106
Kansas City Area Office	601 East 12th Street Kansas City, Missouri 64106	816-374-5156
St. Louis Area Office	1520 Market Street St. Louis, Missouri 63103	314-425-4341
Omaha Area Office	215 North 17th Street Omaha, Nebraska 68102	402-221-3673
SAN FRANCISCO REGION		
Phoenix Area Office	522 North Central Avenue Phoenix, Arizona 85004	602-261-4736
Los Angeles Area Office	851 South Broadway Los Angeles, California 90014	213-688-3342
Sacramento Area Office	650 Capitol Mall Sacramento, California 95814	916-449-2451
San Bernardino Area Office	380 W. Court Street San Bernardino, California 92401	714-383-5726

City	Address	Telephone
San Diego Area Office	110 West G Street Suite 200 San Diego, California 92101	714-293-5575
San Francisco Area Office	450 Golden Gate Avenue San Francisco, California 94102	415-556-8942
Honolulu Area Office	1000 Bishop Street Suite 1500 Honolulu, Hawaii 96813	808-546-7102
Reno Area Office	300 Booth Street Reno, Nevada 89502	702-784-5538
SEATTLE REGION		
Anchorage Area Office	617 G Street Anchorage, Alaska 99501	907-265-4751
Boise Area Office	Federal Building 550 W. Fort Street Boise, Idaho 83702	208-342-2427
Portland Area Office	319 S.W. Pine Street Portland, Oregon 97204	503-221-3144
Seattle Area Office	Federal Office Building, #5155 1st Avenue and Madison Street Seattle, Washington 98104	206-442-7600

Appendix B

State Intergovernmental Personnel Act Designees

Governors' Designees Responsible for IPA

Alabama

Director
State Personnel Department
404A State Administrative Building
Montgomery, Alabama 36104
205-269-6944

Alaska

Director
Division of Personnel
Department of Administration
Pouch C
Juneau, Alaska 99801
(Overseas operator, then 586-3613)

Arizona

Assistant Director
State Department of Administration
Personnel Division
1831 West Jefferson Street
Phoenix, Arizona 85007
602-271-5482

Arkansas

Director
Department of Finance and Administration
P.O. Box 3278
Little Rock, Arkansas 72203
501-371-1821/1824

California

Chairman or Executive Secretary
Advisory Coordinating Council on
Public Personnel Management
1400 10th Street Suite 214
Sacramento, California 95814
916-445-3637

Colorado

Director
Department of Personnel
502 State Services Building
1525 Sherman Street
Denver, Colorado 80203
303-892-2324

Connecticut

Commissioner
State Personnel Department
State Office Building
Hartford, Connecticut 06115
203-566-5570

Delaware

Deputy Director
Office of Personnel
Townsend Building
Dover, Delaware 19901
302-678-4195

District of Columbia

Director
Personnel Office
Room 214
499 Pennsylvania Avenue, N.W.
Washington, D.C. 20001
202-629-2054

Florida

Secretary
Department of Administration
435 Carlton Building
Tallahassee, Florida 32304
904-488-5559
or
IPA Coordinator
Department of Administration
435 Carlton Building
Tallahassee, Florida 32304
904-488-4419

Georgia

Deputy Director
State Merit System of Personnel
Administration
244 Washington Street, S.W.
Room 572
Atlanta, Georgia 30334
404-656-2705
or
IPA Coordinator
404-656-2740

Hawaii

Director
Department of Personnel Services
State of Hawaii
825 Mililani Street
Honolulu, Hawaii, 96813
808-548-2211, Ext. 7405

Idaho

Director
Idaho Personnel Commission
Capitol Building
Boise, Idaho 83707
208-384-2264

Illinois

Director
State Department of Personnel
503 State Office Building
Springfield, Illinois 62706
217-525-4841

Indiana

Dean
School of Public and Environmental Affairs
Indiana University
400 East 7th Street
Bloomington, Indiana 47401
812-337-7989

Iowa

Director
Department of Merit Employment
Grimes State Office Building
Des Moines, Iowa 50319
515-281-3351

Kansas

Director
State Personnel Division
State Department of Administration
801 Harrison Street
Topeka, Kansas 66612
913-296-2421

Kentucky

Commissioner
Department of Personnel
New Capitol Annex
Frankfort, Kentucky 40601
502-564-4460
or
Federal-State Personnel Programs
502-564-6700

Louisiana

Assistant to the Commissioner
Division of Administration
P.O. Box 44095, Capitol Station
Baton Rouge, Louisiana 70804
504-389-5971

Maine

Director
Bureau of Public Administration
University of Maine at Orono
128 College Avenue
Orono, Maine 04473
207-581-7603

Maryland

Secretary
Department of Personnel
State Office Building
301 West Preston Street
Baltimore, Maryland 21201
301-383-3510

Massachusetts

Director of Personnel
Bureau of Personnel and Standardization
294 Washington Street
Boston, Massachusetts 02108
617-727-2711
or
Chief
Employe Training Section
617-727-2408

Michigan

Acting State Personnel Director
Michigan Department of Civil Service
320 South Walnut Street
Lansing, Michigan 48913
517-373-3020

Minnesota

Deputy Commissioner
State Personnel Department
215 Administration Building
St. Paul, Minnesota
612-269-2096

Mississippi

Federal-State Programs
Office of the Governor
Suite 400, Watkins Building
Jackson, Mississippi 39205
601-354-7570
or
[illegible] Coordinator
Same address and phone

Missouri

Director
Office of Governmental Services
Department of Community Affairs
505 Missouri Boulevard
Jefferson City, Missouri 65101
314-751-4114

Montana

Director
Department of Administration
State Capitol Building
Helena, Montana 59601
406-449-2032

Nebraska

Director
Nebraska Department of Personnel
P.O. Box 94773, State House Station
Lincoln, Nebraska 68509
402-471-2075

Nevada

Chairman
Nevada IPA Advisory Committee
City Hall
Henderson, Nevada 89015
702-565-9821
or
Executive Secretary and State Personnel Director
702-882-7451

New Hampshire

Chairman
State Personnel Commission
State House Annex
Concord, New Hampshire 03301
603-271-3261
or
Director of Personnel
Same address and phone

New Jersey

Chief Examiner and Secretary
State Department of Civil Service
Arnold Constable Building
Trenton, New Jersey 08625
609-292-4144

New Mexico

Director
State Personnel Office
130 South Capitol Street
Santa Fe, New Mexico 87501
505-827-5201

New York

Commissioner
Office for Local Government
155 Washington Avenue
Albany, New York 12210
518-474-8478

North Carolina

Director
State Personnel Department
121 West Jones Street
Raleigh, North Carolina 27603
919-829-7109
or
IPA Coordinator
919-829-7112

North Dakota

Director
Department of Accounts and Purchases
State Capitol Building
Bismarck, North Dakota 58501
701-224-2680

Ohio

Director
Division of State Personnel
Department of Administrative Services
State Office Building
65 South Front Street
Columbus, Ohio 43215
614-466-3480

Oklahoma

Administrator
Office of Community Affairs and Planning
4901 N. Lincoln Blvd.
Oklahoma City, Oklahoma 73105
405-521-2803

Oregon

Administrator
State Personnel Division
100 Public Service Building
Salem, Oregon 97310
503-378-3140

Pennsylvania

Secretary of Administration
Governor's Office of Administration
Room 425, Main Capitol
Harrisburg, Pennsylvania 17120
717-787-5440

Rhode Island

Personnel Administrator
Division of Personnel
289 Promenade Street
Providence, Rhode Island 02908
401-277-2160

South Carolina

Director
Personnel Division
1205 Pendleton Street
Columbia, South Carolina 29201
803-758-3334/3335
or
IPA Coordinator
803-758-2547 or 2974

South Dakota

Director
Division of Personnel
State Capitol
Pierre, South Dakota 57501
605-224-3326

Tennessee

Commissioner
Department of Personnel
1401 Andrew Jackson State Office Building
Nashville, Tennessee 37219
615-741-2958
or
IPA Coordinator
615-741-1646

Texas

Director
Division of Planning Coordination
Office of the Governor
P.O. Box 12428
Capitol Station
Austin, Texas 78711
512-475-2427
and
Designee for Local Governments
Texas Dept. of Community Affairs
P.O. Box 13166
Capitol Station
Austin, Texas 78711
512-475-2431

Utah

State Personnel Director
Utah State Department of Finance
130 State Capitol Building
Salt Lake City, Utah 84114
801-328-5791

Vermont

Personnel Commissioner
Personnel Department
State Office Building
Montpelier, Vermont 05602
802-223-8444

Virginia

Director
Division of Personnel
Office of Administration
P.O. Box 654
Richmond, Virginia 23205
804-770-3801/4495

Washington

Director
Department of Personnel
P.O. Box 1789
Olympia, Washington 98504
206-753-5358

West Virginia

Director
Office of Federal/State Relations
Office of the Governor
Charleston, West Virginia 25305
304-345-3562

Wisconsin

Director
Wisconsin Bureau of Personnel
244 State Office Building
Madison, Wisconsin 53702
608-266-1300

Wyoming

Director
Department of Administration and Fiscal Control
Capitol Building
Cheyenne, Wyoming 82001
307-777-7529

American Samoa

Director
Department of Manpower Resources
Government of American Samoa
Pago Pago, American Samoa 96920
overseas operator 3-2131

Guam

Director
Department of Administration
Government of Guam
P.O. Box 884
Agana, Guam 96910
call overseas operator,
then ask for:
772-2271

Puerto Rico

Director
Office of Personnel of Puerto Rico
P.O. Box 3831
San Juan, Puerto Rico 00904
809-723-4300

Virgin Islands

Director
Division of Personnel
Government of the Virgin Islands
P.O. Box 2336
Charlotte Amalie, St. Thomas,
Virgin Islands 00801
809-774-5660

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